

41-DF-1015

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**FIRST YEAR REPORT
1971-72**

**NATIONAL YOUTH PROJECT
USING MINIBIKES**

27042

READING ROOM

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by

**URBAN ACTION AND PROGRAM DIVISION
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nypum

National YOUTH PROJECT Using Mini-Bikes

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November 1, 1972

Mr. Robert Lawson, Director
California Council on
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1927 13th Street
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Dear Mr. Lawson

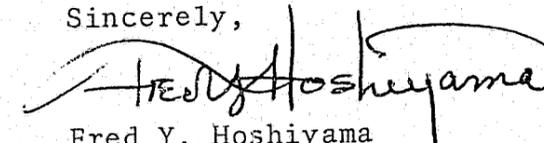
This is the final report of FY-1 of the National Youth Project Using Mini-Bikes (NYPUM), sponsored by the National Board of YMCAs, funded by LEAA Discretionary Grant No. 71-DF-1015, Contract No. D71-71, for \$421,073.

The project's total cost on a cash basis is \$995,531 with matching contributions from American Honda Motor Company of \$557,389 and from the local NYPUMS of \$17,069. Final closing financial statement is forthcoming.

The evaluation report is included as part of the final report for FY-1. The Director and staff of the Public Systems Research Institute, University of Southern California, are to be commended for the thoroughness and the painstakingly professional job they accomplished. Results will be most useful to NYPUM nationally and to each local NYPUM.

Western Center's report was included as part of the 4th Quarterly NYPUM Report and is summarized here.

Sincerely,



Fred Y. Hoshiyama
Project Director

FYH/lmt

National Board of YMCA's
NATIONAL YOUTH PROJECT USING MINI-BIKES

FINAL FIRST YEAR REPORT

to the

California Council on Criminal Justice

Discretionary Fund No. 71-DF-1015

Contract No. D-71-71

FUNDING YEAR: July 14, 1971 - September 1, 1972

Funded by the Law Enforcement Assistance Administration

U.S. Department of Justice

714 W. Olympic Blvd.
Suite 409
Los Angeles,
California 90015

Submitted by:

FRED Y. HOSHIYAMA
National Project
Director
November 15, 1972

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PREFACE

APPRECIATION AND ACKNOWLEDGMENTS

As NYPUM Project Director, I take the responsibility for the contents of this report, the FINAL REPORT, LEAA DISCRETIONARY GRANT NO. 71 DF 1015, CCCJ Contract No. D-71-71 for \$421,073. I have tried to summarize the final reports of the four NYPUM district directors, the four national office associates and the Western Center associates.

I wish to thank my co-workers, whose commitment, expertise and just hard work have developed NYPUM into a nation-wide alternative youth delinquency prevention project, recognized and supported by public and private groups and funds in 175 different communities. In listing my co-workers, I want to express my appreciation to their respective support systems, who are their secretaries.

Associate National Directors:

Keith Davis (left February 1972)
Reuben L. Davis (became Assoc. Nat'l Director April 1972)
Alan F. Kumamoto
Ms. Mary Lou Mesplou

District Directors:

Jesse Calloway (left February 1972)
Patrick Davidson
Reuben L. Davis
Henry H. Helton
Bart Roen (started June 1972)
David Whalen

There were many persons (too many to name) who gave NYPUM support and guidance. Each of the district directors has mentioned the invaluable assistance given to him by the YMCA regional consultants. The regional executives and local YMCA executives have been very open and supportive.

The continued encouragement and counsel by Robert Dye, Executive Director of the National YMCA's Urban Action and Program Division, and by Roberta Dorn, Correction Specialist, U.S. Department of Justice, Law Enforcement Assistance Administration, was most helpful and extremely gratifying to me.

The Western Center consultants have been singled out by the district directors as being one of the key reasons for successful training workshops and for their own professional growth.

Harold Marckwardt, President and Chief Consultant of Western Center, deserves credit for his professional contribution and for his personal interest and commitment to NYPUM.

Public Systems Research Institute (PSRI) evaluated the NYPUM project. Their report is included as part of this final report. This evaluation is very definitive and useful to NYPUM. It tells us the work we have to do ahead.

For sake of brevity, economy and readability of this report, the hundreds of pages of appendices, printouts and questionnaires of the EVALUATION PROJECT will not be mass-produced. Neither will the six NYPUM staff final report documents. Interested readers may have access to all, or to any piece of them, on a loan basis at the national NYPUM office, 714 W. Olympic Boulevard, Suite 409, Los Angeles, California 90015.

The following concise phasing schedule may help the reader get a historical perspective on NYPUM:

PHASE I	1969	Pilot Demonstration - A New Approach
PHASE II	1970-71	Successful Validity Study of 23 Pilot NYPUMS - Private Funds
PHASE III	1971-72	National Scope Spread to 100 new NYPUMS - LEAA Grant (\$422,000). Actually started, 144
PHASE IV	1972-73	Upgrading 175 ongoing NYPUMS and start up of 125 new NYPUMS - Federal Grants (\$712,515) National Board of YMCA's gradually taking over NYPUM within its system
PHASE V	1973-74	Achieving NYPUM objectives in 300 NYPUMS across the U.S. Starting 100 new NYPUMS. The National Board of YMCA's assuming major training and administrative functions. Reduced LEAA grant by 25%
PHASE VI	1974-75	NYPUM becomes more fully phased into the YMCA system. Greater reduction of LEAA grant by 50%

Additional copies of this report are available until the supply is exhausted. Please write to above address.

Fred Y. Hoshiyama
NYPUM Project Director

CHAPTER I

AN IDEA THAT GREW

NYPUM started as an idea in the mind and heart of a twelve year old Jimmy* who was on probation. His eyes sparkled every time he saw a motorcycle go by or was hit by a mini-bike picture on a billboard.

"Why don't you get us some mini-bikes? We dig 'bikes'!" implored this youngster to the local YMCA youth director.

Efforts were made to explore this idea. A Japan-based corporation, American Honda Motor Company, Inc., came up with a trial gift of fifteen mini-trails. Eighteen boys, 11-14 years of age, were referred by the nearby school and the Los Angeles County Probation Officer. Gas and oil were donated by the corner service station owner. The YMCA Executive and Board gave approval. The idea became a reality.

Unusual and outstanding things happened. Delinquency-prone boys gave up delinquent behavior. School grades improved and truancy decreased. The probation officer was so pleasantly surprised that he asked, "Do you tie these kids up on weekends?" These boys were "clean" for six months, an unheard-of performance until they joined the Y-Riders project. The name of the project changed to NYPUM (acronym for National Youth Project Using Mini-Bikes) to emphasize the youth aspect and to de-emphasize the mini-bikes.

A NATIONAL YOUTH PROJECT

One successful example does not make a national project. This idea needed to be tested and demonstrated. We needed more mini-bikes to be used as tools. We needed staff to give direction and to coordinate the pilot project. We needed to evaluate the demonstration.

The National Board of YMCA's Urban Action and Program Division released budget and staff time. The American Honda gave 10,000 mini-bikes, start-up grant of \$25,000, and paid for semi-

* Jimmy was one of the original Y-Riders (1969).

documentary film of the pilot study, entitled "Y-Riders." The Western Center was employed to evaluate the pilot Y-Riders project.

Thirty volunteer YMCA's and other agencies throughout the United States offered to participate. Mini-bikes were shipped. Twenty-six out of thirty YMCA's had programs during some part of the six-month period, September 1970 - March 1971, and were evaluated.

Western Center's evaluation study was completed in April 1972. Positive changes in behavior of youth and an excellent safety record, plus an honest working relationship with the local police and probation in the majority of the 24 communities, were facts. A nationwide youth delinquency prevention project was tenable and desirable.

Armed with the Western Center's report, the "Y-Riders" film and a proposal, we went to the U. S. Department of Justice, Law Enforcement Assistance Administration, and to H.E.W.'s Youth Development and Delinquency Prevention Administration for funding. LEAA's Discretionary Grant for \$422,073 was secured. NYPUM was funded through the California Council on Criminal Justice, as the contractor, for the period July 1, 1971, to July 14, 1972. This period was extended to September 1, 1972, with no increase in funding.

A unique national youth project using a "new" tool, the mini-bike, to reach the "hard to reach" youth was born.

Note: Mini-bikes have been declared a menace by some. Mini-bikes as a tool can be a "blessing" or a "menace," depending on how they are used. Doug Toms, Federal Administrator of the Bureau of Highway Safety, Department of Transportation, says, "It is better to work above-board with youth, teaching them positive values, safety attitudes and safety skills, rather than driving them underground."

A UNIQUE NATIONAL YOUTH PROJECT -- COLLABORATION

NYPUM is a rare combination of a collaborative effort. The 70's and 80's demand collaboration as a way of life, locally, nationally and internationally, for survival, which is far beyond the dictates of efficiency, duplication avoidance, and economy, important as are these latter considerations.

Here is a national youth project, sponsored by a private national youth organization, the YMCA, joining hands with the Federal Government and international and domestic corporations, inviting non-YMCA youth agencies to sponsor NYPUMS throughout the nation in behalf of youth in need of ego-strengthening, sustaining life values and exciting adventure.

NYPUM COLLABORATION

National Board of YMCA's	Sponsorship, staff
U.S. Department of Justice, LEAA	\$422,073 - 1st year
American Honda Motor Co., Inc.	10,000 mini-bikes, documentary films: "Y-Riders," "Reaching Out" - \$2½ million
Wellco Enterprises, Inc.	2,000 pairs of shoes - \$32,000
Safety Helmet Council of America	10,000 helmets at cost
Specialty Equipment Mfg. Assoc.	Thousands of decals

Locally, each of the 175 NYPUMS is working in partnership with two or more of the following community sources: police, juvenile courts, probation, schools, service clubs, Honda dealers, and other business firms.

NYPUM is one of the National Board of YMCA's national projects working at providing creative alternatives to the juvenile justice system. NYPUM specifically works on one of the five major program goals of the National Board of YMCA's for the next five years: CHANGING THE CONDITIONS THAT FOSTER ALIENATION, DELINQUENCY AND CRIME.

NYPUM GOALS AND OBJECTIVES - GUIDELINES - PROGRAM CONCEPT

NYPUM GOALS AND OBJECTIVES

If we really mean business about changing the conditions which perpetuate the old juvenile justice system, we have to take on difficult goals and take a firm stance towards their achievement. NYPUM IS A CHANGE AGENT!

The project has three major goals:

- (1) To increase the positive social behavior of the participants and to develop and improve their self-concept, thereby reducing delinquency;
- (2) To increase collaboration among public and private agencies serving youth;
- (3) To promote safe off-street mini-bike use.

The specific objectives of NYPUM are:

- (1) To increase diversion of youth aged 11-15 from the juvenile justice system through well-programmed groups of referral youth; to decrease juvenile arrests and recidivism;
- (2) To promote a strong move by the local YMCA's toward greater community collaboration and involvement with other public and private agencies; to be a significant change agent to bring additional relevancy to the youth serving agencies;
- (3) To promote safety training and mechanical skills training;
- (4) To establish one hundred (100) new NYPUMS, enrolling some 6,000-7,000 youth of whom 75% are referrals;
- (5) To establish four (4) regional or district training and technical assistance centers in geographically strategic locations throughout the United States, with competent and experienced staff;

- (6) To enlist and train 280 youth leaders for NYPUM;
- (7) To emphasize outreach concept and methodology, using mini-bikes as tools to reach the hard-to-reach youth.

OFFICIAL NYPUM GUIDELINES

In order to facilitate and assist local NYPUMS to get involved and to achieve NYPUM goals and objectives, a set of guidelines were developed. These guidelines evolved as requests for help kept coming in from trainees attending workshops and from NYPUM operators. Moreover, the national NYPUM staff saw a functional need for guidelines -- to arrive at more consistent understanding of NYPUM objectives and program operation by all concerned.

The guidelines of the Project, as listed below, should not be confused with the goals of the Project. Guidelines are meant to lend structure and give direction to the effort as we move towards achievement of the National Youth Project goals.

- (1) Age: 11-15 years old.
- (2) Participants must be registered and in attendance at school.
- (3) Community collaboration
Joining of community institutions and agencies (i.e., schools, police, probation, etc.) which come in contact with given youth, in the attempt to utilize all resources in meeting the needs in the youth sub-culture.

With the NYPUM application, please include documentation of all contacts that have been made within your community for the National Youth Project. Please note: It has been our experience that letters which state a specific working relationship in collaboration with you are of much greater importance than those which merely state interest or side-line support.

- (4) Participants to be referrals from non-YMCA agencies:
75% referral; 25% other

The objective is to reach out to the youth whom the YMCA has not been serving in the past. Unification with other youth agencies (schools, police, probation, etc.) establishes a line of communication, support, and involvement to reach those youth who demonstrate the greatest need for such a program. Referrals from probation, parole, or juvenile courts will receive first consideration.

(5) Small group design

Leader/participant ratio: approximately 1:15.

Leader time: 25% in mechanical operation of the program (riding, classroom)
75% in informal interaction, meeting and working with youth in all areas of youth needs

(6) Participant-centered

The primary objective is to meet the needs of the participants as these needs are surfaced -- whether verbally or demonstrated formally or informally. The participants are allowed to determine the direction, goals, and process of the program. Sensitivity and flexibility to the group needs are essential.

(7) Agency commitment toward outreach

As NYPUM is an outreach project in its very nature, it is felt that in order to maintain an effective outreach thrust all agencies directly involved in the project must continue their education in outreach programming. A consulting partner in the National Youth Project is the National Training Center for Youth Outreach Workers.

The agency commitment toward outreach:

- One day of outreach training as part of the basic NYPUM District training.
- Within 12 months following initiation of local NYPUM program, agreement to send a local staff member to the National Training Center for Youth Outreach Workers or to an N.T.C. On-Site.

(8) NYPUM District Training Workshop

Involvement in training at a NYPUM District Center or On-Site is required for participation in the project. The curriculum covers all aspects of NYPUM with emphasis placed on outreach programming, mechanics of mini-bikes (maintenance, riding, etc.), and group work. The workshops are designed to meet the specific needs of the participants involved. Attendance is required for:

- Local NYPUM leader - full time (4 days)
- Executive Director and Board member - one full day (24 hours)

NYPUM funding allows for reimbursement of one-half of the travel cost for each participant, plus up to \$25 per diem for one 24-hour day. Receipts for all expenditures must be submitted.

(9) Insurance

Adequate insurance coverage must be secured prior to involvement in NYPUM. Either the NYPUM insurance coverage or a Certificate of Insurance testifying to comparable coverage is required before bike orders can be initiated by the National NYPUM office. The NYPUM insurance is available to all NYPUM programs through Higham, Neilson, Whitridge & Reid, Inc. A policy application form is included in the Information brochure, which outlines coverage and cost: \$30.50 per mini-bike per year.

Procedure:

- For NYPUM insurance: Send signed application and check, payable to HNW&R, to National NYPUM Office. When notice has been received from American Honda that bikes have been shipped, the application and check will be forwarded to HNW&R by the National NYPUM Office.
- For comparable coverage by another insurance company: Send Certificate of Insurance to National NYPUM Office.

(10) Handling Charge

As part of the contractual agreement with American Honda Motor Company, Inc., local agencies are required to share in the cost of handling the mini-bikes donated to the project at the rate of \$8.00 per bike (regardless of model). A check for the total amount due, payable to American Honda Motor Co., Inc., must be received by the National NYPUM Office before the National Office can order bikes for your program.

(11) NYPUM participants must wear protective clothing

- Safety helmets
- Long pants and long sleeves
- Shoes
- Gloves and shield or goggles are recommended

(12) Mini-bikes may not be taken home by the participants

(13) Evaluation by Research Institute, University of Southern California

Your cooperation is expected to provide data, monthly and quarterly, to the Research Institute of USC for evaluation purposes on forms approved by NYPUM.

Guidelines 1 and 4 (Age and Referrals)

These are specifically related to the goal of diversion from the Juvenile Justice System. The mean age of the youngsters involved in the nearly 175 operating NYPUM programs is 12.5 years and in the seventh grade. More than 70 per cent of the kids are currently referrals from authority agencies as alternatives to continued involvement with official Juvenile Justice.

Guidelines 2, 5, 6 (School Attendance, Small Group, Participant Centered)

To assist in giving direction in the area of behavior dynamics, these guidelines address themselves to operational direction, i.e., assisting the kids with school problems, either of their own making or inherent in the system, and employing a small group design based upon the expressed needs of the participants. These guidelines encourage the greatest possible success in working at behavioral problems with troubled kids.

Guidelines 3, 7, and 8 (Collaboration, National Training Center, NYPUM Training Workshop)

These guidelines are related specifically to the goal of incorporating outreach methodology into YMCA operations. The training experience at a NYPUM Workshop is bolstered by follow-up training at the National Training Center for Youth Outreach Workers. Collaborative community effort is the foundation on which all outreach organization is built.

Guidelines 9, 10, 11, and 12 (Insurance, Taxes, Clothing, Storage)

Each of these is of an administrative nature, and together they provide the basis for understanding some of the contractual agreements formed in the four-way partnership between the National YMCA, American Honda, the Federal Government, and the local agency.

NYPUM PROGRAM CONCEPT

Outreach Philosophy and Methodology

NYPUM is basically an outreach program. This approach is not easy to employ because a total commitment by the agency is required. This is another reason why there are only half of the trained agencies currently involved in NYPUM.

Outreach methodology is not foreign to the YMCA nor is it new in the field of social work and social science. Yet as an operational philosophy it remains an enigma to many, a word used to encompass all the activities in which the YMCA is involved outside the confines of the walls of its buildings. Such a view of outreach falls very wide of the mark and indeed greatly limits the extent to which this method of operation is employed. On the other hand, many suppose that street work is synonymous with outreach, but it is quite possible to be a street worker or a street work agency and not be employing outreach techniques or methodology.

Outreach, in essence, is an organizational approach to humanistic problems which encompass the total life of the individual. Thus, outreach work can be generated from within the walls of an agency like the YMCA and at the same time be addressing itself to the streets through use of the resources that the particular agency has to offer, i.e., swimming pool, gym, etc.

Outreach methodology is, in fact, an all-encompassing approach to "pain" issues. Of necessity, it must develop an organizational base throughout the total community. Collaborative action on behalf of the people (clients) dealing with pain issues is perhaps the best way to describe what outreach is all about. This is the approach which is employed by the National Youth Project Using Mini-Bikes.

Because outreach concerns itself with every aspect of the individual youth's life, the worker in NYPUM is not concerned only with a particular program. Rather, he is involved with making use of every resource he is able to identify either within the agency by which he is employed or throughout the total community in behalf of his clientele -- in this case his group of NYPUM kids. He is interested in involving the total community in its responsibility to troubled kids. In the final analysis, he is a community worker, not just a YMCA employee, whose real loyalty must lie with the group with whom he is involved. His final accountability is to the community at large, and in return the agency and community are accountable to the young people for whom he is the ADVOCATE, FACILITATOR, ENABLER, and INTERVENER.

NYPUM outreach work is:

- (1) Dealing with the real needs of the youth as he copes with authority, school, parents, peers, and self.
- (2) Changing conditions which foster and breed alienation, delinquency and powerlessness.
- (3) Intensive relationship in small groups.
- (4) Developing more effective communication and relationship at home.
- (5) Strengthening the ego structure of the youth so he can cope and grow.
- (6) Developing a community power base in behalf of troubled youth.

Youth must have certain basic needs met as part of their growing up developmental tasks. As is true for all human beings, and it is more important for the junior high age, the following needs must be met. If met, the cause of juvenile delinquency is thereby thwarted.

- ... Feeling of competency
- ... Sense of belonging
- ... Feeling of self-worth
- ... Knowledge and experience that someone cares
- ... Ability to exercise a sense of power, to have a voice in decisions which directly affect him

Instead of studying the cause of juvenile delinquency, it is useful to examine why youth stay out of trouble. A study reveals that the youth who are able to "make it" through these difficult junior high years and who do not become involved with the juvenile justice system have certain common characteristics. This study was made of youth in both the inner city and the suburban social and environmental setting. The youth who are able to stay out of the juvenile justice system are those who have developed socially acceptable roles. These youth have the ability to relate to authority (school, police, institutions), peers, parents and to other adults.

NYPUM has a unique and unusual ability and potential to meet all of the basic needs listed above. The mini-bike is a powerful tool for the youth of this age. It "turns on" youth because mini-bikes are a "now" tool. It symbolizes to youth (and it actually is) fun, excitement, adventure, mobility and status. To ride skillfully and safely and be able to teach his father or other adults and youth means power, a sense of self-worth and competency. A youth feels that anyone who provides mini-

bike experience must care for him because a mini-bike is an important phenomenon in his life. This is why it works like "magic" to quickly bring youth and police to work together and communicate. Many parents have commended the NYPUM program because it brought father and son much closer together and, in most cases, the entire family benefited.

NYPUM Stance on Small Groups and 75% Referrals

The question has been asked: Why do NYPUM guidelines hold firm to the rule that there must be a limited ratio of one leader to fifteen youth (1:15 ratio) and that seventy-five per cent (75%) of participants must be referral youth?

Why 1:15 Ratio?

This is a fair question. A limited number of youth assigned to a NYPUM worker means a smaller number of youth involved in NYPUM, and it would seem the per capita cost would increase. This point of view is shortsighted and actually erroneous.

For too long and for too much have the youth serving agencies in this nation been involved in the "numbers" game. Running thousands of youth through a class type of recreational program, little leagues, and other traditional youth activities, as valuable and worthwhile as they may be, did not decrease the rate of juvenile delinquency. Unfortunately, greater "numbers" meant more United Fund money to the agencies rather than improvement in the quality and the effectiveness of their programs. Often the youth were enticed to the agencies and superficially treated. The youth felt they were being used to the point that they no longer go to the agencies. This is particularly true of the 11-15 year oldsters.

One of America's major societal problems is its alarming rate of increase of juvenile delinquency. Over 51 per cent of our crimes are committed by juveniles. It is claimed that only one out of five delinquents is caught. Yet, over 500,000 youth are incarcerated in our juvenile justice system today, according to Senator Birch Bayh. Dr. Jerome Miller, Director of the Youth Authority in Massachusetts, is closing out the juvenile jails in that State because it costs \$10,000 per year per child to keep a child in the reformatory institutions which neither rehabilitate nor reform. Most juvenile justice officials agree that being locked up in our penal system is a dehumanizing experience.

NYPUM sets a limit on the number of youth so that the NYPUM outreach worker can work at meeting all of the basic needs of his group's members. He can do this only if he has no more than fifteen youth in his charge.

The basic needs I speak of are: The youth's relationship to his parent(s), peers, teachers, authorities, community. The NYPUM worker needs to work with each boy/girl on a 24-hour concept. It is an intensive, quality relationship which cannot be accomplished in a once or twice a week, one or two hour, riding class.

In our NYPUM training we do our best to teach the NYPUM worker that the use of mini-bikes should be only 25 per cent of his time-relationship to the youth. Ego structure is strengthened when the youth really feels that someone cares for him/her. Self-concept and sense of self-worth are strengthened. When this happens, the youth is turned away from the road toward delinquency. Recidivism has been very rare in NYPUM projects across the country because we insist strongly on this outreach concept and methodology.

When a boy is kept out of the juvenile justice institutions, it saves the taxpayers between \$4,000 to \$10,000 per year. This is real economy. It makes spending a few extra dollars on per capita cost for small, intensive grouping eminently worthwhile, contrasted with thousands of dollars spent later if the boy is not loved and appreciated.

This is why NYPUM insists on 1:15 ratio. When this concept is violated the program is no longer NYPUM. It becomes another recreational group work, and the rate of juvenile delinquency and rate of recidivism will continue to increase.

Why 75 Per Cent Referrals?

Second part of the question asked: Why 75 per cent referrals instead of 50 per cent referrals so more boys and girls can be involved in NYPUM?

NYPUM is a unique project which is very difficult to do and very expensive to operate. But it works. It "turns on" and reaches the 11-15 year youth because of the "now" tool which the mini-bike seems to be today. NYPUM reaches the unreached and the hard-to-reach.

In addition to changing the boy, NYPUM seeks to change the juvenile justice system by providing a viable alternative. NYPUM seeks to serve as a catalyst and a change agent in every community it enters, by changing the behavior of the agencies concerned with the troubled youth. It brings together the local police, the juvenile courts, the probation departments, the schools, the parents, and businesses to work in collaboration in behalf of the troubled youth.

To water down the percentage of referral youth from 75 per cent means to work less with the "difficult-to-reach" youth and more with untroubled youth. There are hundreds of opportunities and agencies to which the "easy-to-reach" youth can go. We do not have enough innovative and creative alternatives for our juvenile court judges and probation officers.

The urgency and the dire need to work with "normal" youth is not as great as it is to work with the referral youth. By the term "referral youth" I mean any youth referred by the parents, police, schools, social worker, outreach worker. It does not mean only those who have been adjudicated by the courts.

NYPUM is a delinquency prevention project. A recreational or a safety riding program is a valuable and an important activity in its own right for any youth, but it is not NYPUM. If NYPUM is to succeed as a change agent and as a delinquency prevention project, it is essential that its guidelines stay firm. The money invested in NYPUM by LEAA will be wasted if NYPUM is watered down by lowering the 75 per cent referral.

Our pilot experience taught us a good lesson. The original 26 NYPUMS did not have any guidelines since we did not evolve them during those early days two years ago. Today, these pilot NYPUMS are our worst projects and are least effective as delinquency prevention projects.

No one likes restrictive guidelines. However, we feel that NYPUM must remain true to its basic objectives if the national project is to have any significant impact.

These are some of the reasons why NYPUM must insist on the 75 per cent referral percentage.

NYPUM ORGANIZATION AND ADMINISTRATION

The NYPUM administrative and training centers were established upon learning that NYPUM was funded on July 15, 1971. We were fully staffed, trained and officed by September 1, 1971. Contracts with our sub-contractors, Western Center and PSRI, were signed and in operation by the end of July.

A brief history of our staffing and organizational setup follows:

(1) National NYPUM Staff appointed:

Fred Y. Hoshiyama, Project Director	August 1, 1971
Keith Davis, Associate Project Director (resigned March 1, 1972) - replaced by Reuben L. Davis	August 1, 1971 March 15, 1972
Mary Lou Mesplou, Administrative Asst.	August 16, 1971
Alanna J. Russell, Secretary (resigned April 15, 1972)	September 1, 1971
Alan F. Kumamoto, Associate Project Director	September 1, 1971

(2) National Office established:

National NYPUM Office
714 West Olympic Blvd., Suite 401
Los Angeles, California 90015
(213) 749-3083

(3) Four District Offices established and staffed:

AKRON (Metropolitan YMCA)
80 West Center Street
Akron, Ohio 44308
(216) 376-7711

Executive: William Markell
NYPUM Coordinator: David Whalen

ATLANTA (Metropolitan YMCA)
145 Luckie Street, NW
Atlanta, Georgia 30303
(404) 525-5401

Executive: Joseph Bransby
NYPUM Coordinator: Henry Helton

DALLAS (YMCA Regional Office)
3012 Maple Avenue
Dallas, Texas 75201
(214) 748-5741

Executive: Rodney Hibner
NYPUM Coordinator: Patrick Davidson

LOS ANGELES (Branch YMCA)
8401 South Normandie
Los Angeles, California 90044
(213) 750-5878

Moved to the Pacific Region YMCA Headquarters, 714 W.
Olympic Blvd., Los Angeles, California, April 1, 1972.

Metropolitan Executive: C. W. Jacobson
NYPUM Coordinator: Reuben Davis and
Jesse Calloway (resigned March 3, 1972)

(4) Contracts were signed with our two sub-contractors:

Western Center Consultants for training July 31, 1971

Public Systems Research Institute of the
University of Southern California for
evaluation and research July 31, 1971

The NYPUM contract was awarded July 15, 1971, but the delay in getting the contract from the California Council on Criminal Justice (August 17, 1971) and the several weeks' delay in getting our first grant warrant from the General Services Administration (October 18, 1971) caused extreme financial hardship for us. This delayed us in getting organized for NYPUM action.

A HISTORIC NYPUM MEETING HELD AT KELLOGG WEST

The "guts" of this project were hammered out at a very significant meeting held July 6-9, 1971, at the Kellogg West Education Center, Pomona, California. The training goals, the program guidelines and national implementing strategy were formulated and refined at this workshop.

Those who attended represented a broad spectrum of people involved in the pilot demonstration project. The following persons attended, July 6-9, 1971, at Kellogg Center, Pomona, California:

Richard Booze, Director, National Training Center for Outreach Workers, Chicago
George Brown, Executive, Moorland Branch YMCA, Dallas, Texas
Patrick Davidson, National NYPUM Staff, Los Angeles
Keith Davis, National NYPUM Staff, Los Angeles
Reuben Davis, Executive Southwest Branch YMCA, Los Angeles
Mickey Finn, Associate Director, National Training Center for Outreach Workers, Chicago
Henry Helton, Executive, Community Outreach Branch, Atlanta YMCA
Fred Hoshiyama, National YMCA Board, Urban Action Staff, Los Angeles
Alan Kumamoto, Trainer, Los Angeles County Human Relations Consultant, Los Angeles Northeast YMCA Board, Los Angeles
Harold Marckwardt, President, Western Center Consultants, Culver City
Matt Matsuoka, Manager, Public Relations, American Honda Motor Company, Inc., Gardena
Alex McEachern, Director, PSRI, University of Southern California, Los Angeles
Edward Taylor, PSRI, University of Southern California, Los Angeles
Bob Stapleton, Western Center Consultants, Culver City
Dave Whalen, Community Program Director, Akron YMCA, Akron

A second meeting of this group was held in Chicago at the National Center for Outreach Workers.

NATIONAL NYPUM STAFF TRAINING WORKSHOP HELD AT CHICAGO

A second training workshop of National and District staff members was held on October 26-29, 1971, in Chicago. The National Center for Youth Outreach Workers staff and Bob Stapleton, Consultant, worked with us. This type of workshop was indispensable for the success of NYPUM.

The chief values I find in holding a total NYPUM staff meeting are:

- (1) Increased and improved communication
- (2) Clarification of policy and practices
- (3) Assurance of consistent approach and stance across the nation
- (4) Opportunity for individual concerns to be surfaced and dealt with
- (5) Opportunity for Project Director to relate more personally with each staff member and vice versa
- (6) Good opportunity to test and renew total staff commitment to NYPUM goals and objectives
- (7) Excellent training experience for each staff member including the Project Director

- (8) Opportunity to identify and accept each others' differences so NYPUM staff can become a "team"

ADMINISTRATIVE SYSTEM

Under the competent leadership and creative administrative skills of Mrs. Mary Lou Mesplou and Alan F. Kumamoto, the following systems were developed and functioned well during FY-1:

- (1) Financial controls and reporting
- (2) Program updating and reporting
- (3) Supervision and in-service training of district coordinators
- (4) Contracts for consultants
- (5) Communication between district office, local NYPUMS, national office and with our many collaborators

The final financial and program reports follow.

SUMMARY REPORT - FY-1
 YMCA NATIONAL YOUTH PROJECT USING MINI-BIKES - NYPUM
 LEAA DISCRETIONARY GRANT No. 71-DF-1015
 CCCJ CONTRACT No. D-71-71, \$421,073
 GRANT PERIOD - JULY 1, 1971 - SEPT. 1, 1972

ITEMS	PRE- 7-15-71	1st 9-30-71	2nd 12-31-71	3rd 3-31-72	4th 6-30-72	FINAL* 9-1-72	TOTALS	GOALS	% ACHIEVED
1. PILOT NYPUMS (PRE. 7/71)	30	-	-	-	-	-	30	-	-
2. NEW NYPUMS-LEAA FUNDS	-	36	35	30	34	17	152	100	149%
3. NYPUMS NOT OPERATING	4	3	-	-	-	-	7	-	-
4. TOTAL OPERATING NYPUMS	26	59	94	124	158	175	175	130	135%
5. YOUTH PARTICIPANTS (TOTAL)	-	-	4,104	4,944	6,114	7,474	7,474	7,000	107%
6. REFERRAL YOUTH									
a. Courts, Probation	-	-	-	-	-	-	1,277	-	-
b. Other	-	-	-	-	-	-	2,693	-	-
Total	-	-	-	-	-	-	3,970	4,043*	96%
7. START-UP TRNG. WKSHPs.	-	4	6	5	3	-	18	18	100%
a. No. of Agencies	-	54	56	87	86	-	283	-	-
b. No. of Trainees	-	124	167	187	195	-	673	280	240%
8. CLUSTER FOLLOW-UP WKSHPs.	-	-	-	-	7	-	7	-	-
a. No. of Agencies	-	-	-	-	41	-	41	-	-
b. No. of Trainees	-	-	-	-	66	-	66	-	-
9. OTHER TRNG. WKSHPs.- NAT'L STAFF	1	-	1	-	1	-	3	-	-
10. NO. LOCAL NYPUM VISITS	-	-	45	58	64	30	197	576*	(292%)
11. EXPENDITURES (\$1,000's) LEAA FUNDS	-	-	73.2	181.6	314.4	364.0	409.0**	-	-
a. Percent of Total	-	-	17.4%	43.1%	74.7%	86.5%	97.2%	-	-
b. Elapsed Time	-	21.5%	42.5%	63.8%	85.3%	100.0%	100.0%	-	-
12. IN-KIND CONTRIBUTION (\$1,000's)	-	85.1	152.0	334.2	457.3	546.4	574.5	434.0	132%
13. MINI-BIKES ISSUED	366	1,302	-	556	727	355	3,276	2,000	164%
14. AVERAGE PER YOUTH COST-LEAA FUNDS	-	-	-	-	-	-	\$41.34	-	-

* NYPUM FY-1 was extended two months (14 months total).
 ** See explanation following.

EXPLANATORY NOTES FOR PRECEDING SUMMARY CHART

ITEM 1

Pilot NYPUMS

- Six month pilot project to test feasibility for a national scoped delinquency prevention and safety training youth project was conducted by private funds by the National Board of YMCAs (January-June 1971).
- Thirty agencies participated. Twenty-six were operational on July 1, 1971, the starting date for the official NYPUM, funded by U.S. Department of Justice, LEAA, by pre-agreement.

ITEMS 4 & 5

Figures given are cumulative.

ITEM 6

Referral Youth

We did not record the actual referral youth count until May 1972. We separated the court and probation referrals from police, schools and others. We were assuming that referral statistics would be secured through the EVALUATION component. This was not the case for the entire 75 NYPUMS. PSRI evaluated local NYPUMS which were operating prior to December 31, 1972, for obvious reasons.

Referral youth count is obtained from 127 out of 175 NYPUMS, which is 72% of total. To achieve 75% referrals out of 7,474 youth we should have 4,043 referred youth. We achieved 3,970 referrals, which is 95% of goal.

ITEM 8

Cluster Follow-Up Workshop

When it became apparent that district NYPUM coordinators were not going to be able to make local monitoring visits because of lack of budget, a cluster workshop was invented. This was a stroke of creative innovation.

Seven cluster meetings of local NYPUM operators were held to good advantage. For FY-2 we built into the budget eight (8) such training workshops plus three local visits.

ITEM 10

Local Visits

As explained in Item 8, it was impossible to visit each operating NYPUM every two months with only four district directors for the entire nation. Manpower and travel budget were the key barriers. We fell far below our goal on local visits. We will rectify this during FY-2.

ITEM 11

Expenditures

NYPUM received LEAA funds in October 1971. Contract was awarded July 15, 1971. Figures are cumulative.

ITEM 14

Average Cost per Youth

We arrived at \$41.34 per youth cost from the LEAA funds only. We eliminated the cost of EVALUATION and included all other costs such as staff, training, travel, and consultants.

REPORT OF FINANCIAL OFFICER

November 1, 1972

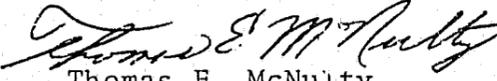
Mr. Fred Y. Hoshiyama
Project Director
National Board of YMCA's-NYPUM

Dear Mr. Hoshiyama:

The Young Men's Christian Association of Metropolitan Los Angeles has provided the accounting services for the National Youth Project Using Mini-Bikes and has prepared the Statement of Expenditures and Contributions In Kind for the period July 1, 1971, to August 31, 1972. The accounts are maintained on a cash basis and as of this date the supporting documents have not been received on certain expenditures and must be paid out of the funds on hand.

The Grant's accounting records were maintained in conformity with accepted accounting principles with supporting documentation to substantiate allowable costs.

Sincerely,


Thomas E. McNulty,
Financial Officer

National Board of YMCA's

NATIONAL YOUTH PROJECT USING MINI-BIKES

Statement of Expenditures and Contributions In Kind
for Period July 1, 1971, to August 31, 1972
(on cash basis before final closing)

FUND EXPENDITURES FROM

Grant of California Council on Criminal Justice

Personnel Services		
Salaries and Wages	\$126,284	
Staff Benefits and Related Expenses	<u>13,519</u>	\$139,803
Travel		
National	19,483	
Regional	20,016	
Trainees	<u>49,600</u>	89,099
Consultant Services		
Western Center	28,679	
Public Systems Research	91,456	
Training and Education	<u>12,305</u>	132,440
Operating Expenses		
Office	3,454	
Training Supplies	1,245	
Printing	3,546	
Telephone	12,941	
Postage	3,138	
Rent	7,745	
Overhead	<u>7,427</u>	39,496
Equipment Purchased		<u>8,571</u>
	Total Expended	409,409
Funds on Hand for Unrecorded Liabilities		<u>11,664</u>

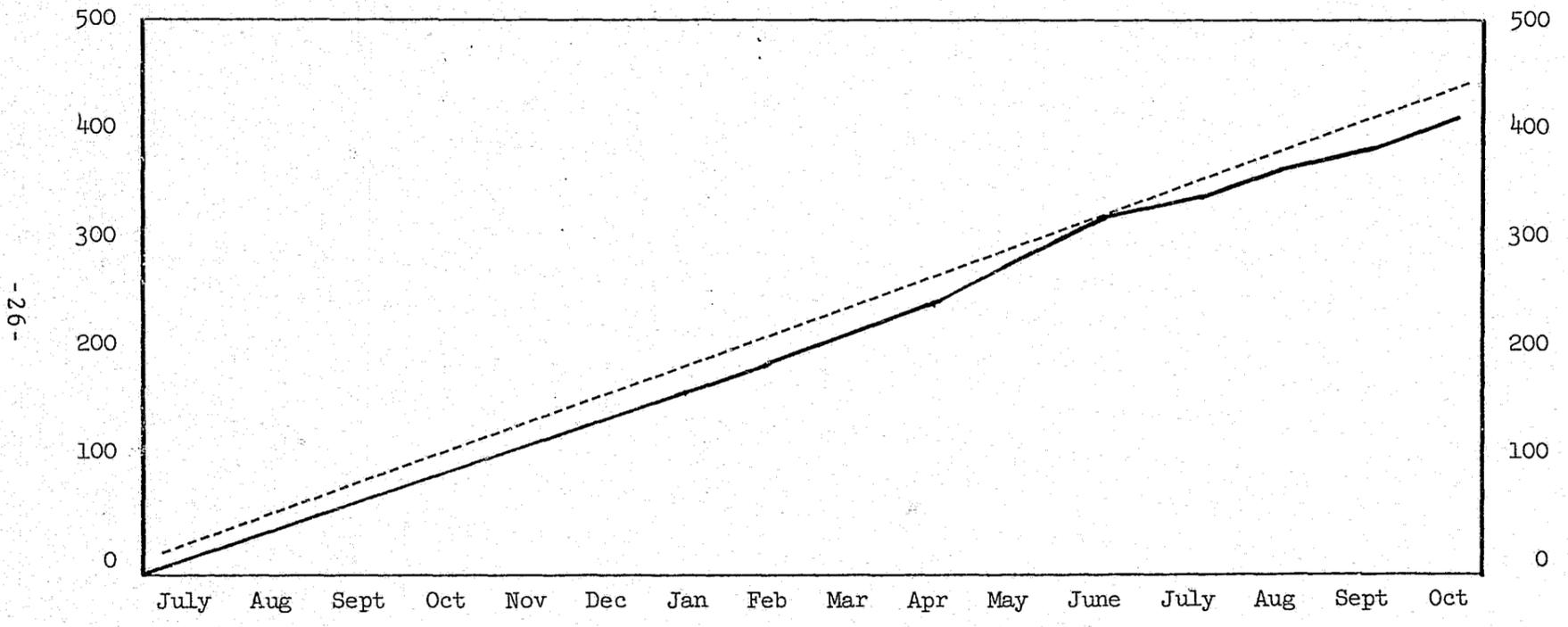
TOTAL GRANT OF CALIFORNIA COUNCIL
ON CRIMINAL JUSTICE

Contributions In Kind		
American Honda Motor Co., Inc.	\$469,089	
Vik-Winkel	88,300	
Local YMCAs	<u>17,069</u>	
<u>TOTAL CONTRIBUTIONS IN KIND</u>		<u>574,458</u>
<u>TOTAL PROJECT EXPENDITURES AND CONTRIBUTIONS IN KIND</u>		<u>\$995,531</u>

November 1, 1972

BUDGET EXPENDITURE AND ELAPSED TIME

In \$1000's



In \$1000's (Rounded)

146 172 182 244 269 309 335 364 378 409

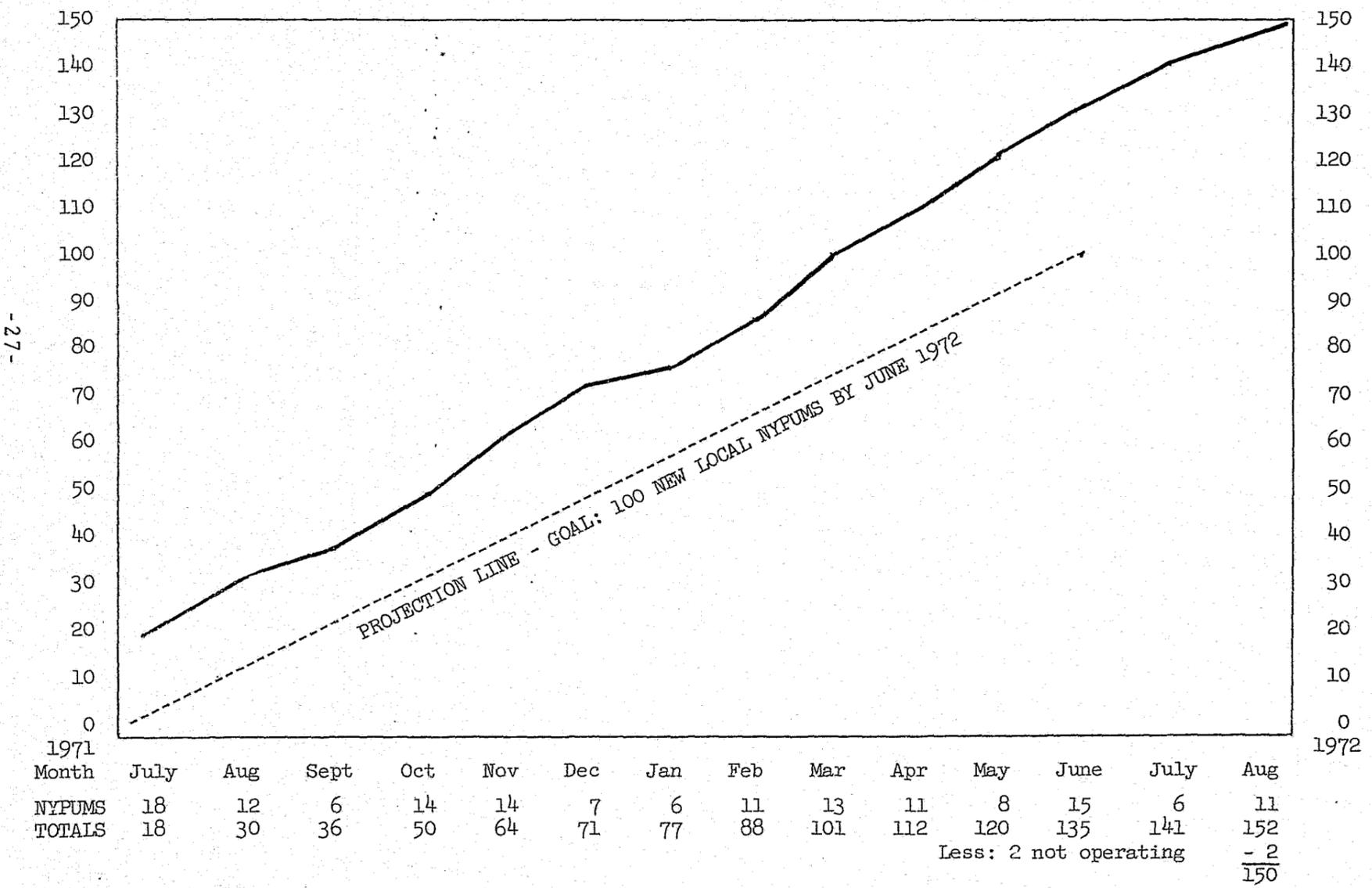
BUDGET PROJECTED -----

BUDGET SPENT ——— Federal Grant

ACTUAL AND PROJECTION OF LOCAL NYPUMS

JULY 1971 - AUGUST 1972

Number of
Operating
NYPUMs



National Board of YMCA's
NATIONAL YOUTH PROJECT USING MINI-BIKES

LIST OF YMCA'S AND OTHER AGENCIES IN PROGRAM

YMCA's/Agencies are Listed as Entering the Program
When Mini-Bikes are Ordered by National Nypum Office

Original Operating NYPUMS During the Field Testing Project

1. Amarillo YMCA/North Central Branch, Amarillo, Texas
2. Atlanta YMCA/Central Community Branch, Atlanta, Georgia
3. Boston YMCA/Roxbury Branch, Boston, Massachusetts
4. Butte YMCA, Butte, Montana
5. Dallas YMCA/Moorland Branch, Dallas, Texas
6. Great Falls YMCA, Great Falls, Montana
7. Greater Compton YMCA, Compton, California
8. Greenville YMCA, Greenville, Texas
9. Houston YMCA, Houston, Texas
10. Honolulu YMCA/Kalihi Branch, Honolulu, Hawaii
11. Los Angeles YMCA/Southwest Branch, Los Angeles, California
12. Medford YMCA, Medford, Oregon
13. New Orleans YMCA/Dryades Street Branch, New Orleans, Louisiana
14. Omaha YMCA, Omaha, Nebraska
15. Orange YMCA, Orange, California
16. Princeton YMCA, Princeton, New Jersey
17. San Diego YMCA/Southeast Branch, San Diego, California
18. San Francisco YMCA/Mission Branch, San Francisco, California
19. Seattle YMCA/Snoqualmie Branch (now Eastside Branch), Seattle, Washington
20. Topeka YMCA/Central Branch, Topeka, Kansas
21. Tulare County YMCA, Porterville, California
22. Waterbury YMCA, Waterbury, Connecticut

Started after March 1971 but prior to July 1971

1. Fort Worth YMCA, Fort Worth, Texas
2. Missoula YMCA, Missoula, Montana
3. Providence YMCA/Central Branch, Providence, Rhode Island
4. York and York County YMCA, York, Pennsylvania

List of YMCA's/Agencies in NYPUM (continued)

Additional "Original" YMCA's Now Operating

1. Los Angeles YMCA/Verdugo Hills Branch, Tujunga, California
2. New Orleans YMCA/West Bank Branch, New Orleans, Louisiana

"Original" YMCA's which Discontinued Program

1. Honolulu YMCA/Atherton Branch, Honolulu, Hawaii
2. San Diego YMCA/North Coast Branch, Encinitas, California
3. West Orange County YMCA/Huntington Beach Branch, Huntington Beach, California

F I R S T Q U A R T E R

July 1, 1971 - September 30, 1971

Note: YMCA's/Agencies whose bikes were ordered prior to July 1, 1971, are included as new NYPUMS during the First Quarter since bikes were delivered after July 1.

<u>AKRON DISTRICT</u>	<u>Date Bikes Ordered</u>
*Akron YMCA/Cuyahoga Branch, Cuyahoga Falls, Ohio	5/27/71
Grand Rapids YMCA/Central Branch, Grand Rapids, Michigan	6/2/71
Burlington YMCA, Burlington, Vermont	8/17/71
Columbus YMCA/Eastside Branch, Columbus, Ohio	9/27/71
Dayton YMCA/Fairborn Branch, Fairborn, Ohio	8/24/71
Hamilton YMCA, Hamilton, Ohio	8/17/71
Knox County YMCA, Galesburg, Illinois (Out of Program - 8/72)	9/27/71
Mansfield YMCA, Mansfield, Ohio	9/27/71
Providence YMCA/Barrington Branch, Barrington, Rhode Island	8/24/71
Salem YMCA, Salem, Massachusetts	7/30/71
New Kensington YMCA, New Kensington, Pennsylvania	8/24/71

*Not operating as of 6/30/72 - deleted from total count

List of YMCA's/Agencies in NYPUM (continued)

	<u>Date Bikes Ordered</u>
<u>ATLANTA DISTRICT</u>	
Central New Jersey YMCA Camps, Blairstown, New Jersey	5/27/71
Chattanooga YMCA/Southside Branch, Chattanooga, Tennessee	6/30/71
Louisville YMCA/Chestnut Branch, Louisville, Kentucky	6/30/71
Louisville YMCA/Downtown Branch, Louisville, Kentucky	6/30/71
Birmingham YMCA/Western Branch, Birmingham, Alabama	7/28/71
Jersey City YMCA, Jersey City, New Jersey	8/17/71
Wilmington YMCA, Wilmington, Delaware	8/17/71
<u>CENTRAL DISTRICT (DALLAS)</u>	
Dallas YMCA/Downtown Branch, Dallas, Texas	6/9/71
St. Louis YMCA/North County Branch, Ferguson, Missouri	5/27/71
St. Louis YMCA/West County Branch, Manchester, Missouri	5/27/71
Dallas YMCA/Southeast Branch, Dallas, Texas	8/24/71
Madison YMCA/Central Branch, Madison, Wisconsin	7/30/71
Odessa YMCA, Odessa, Texas	9/27/71
Rapid City YMCA, Rapid City, South Dakota	7/30/71
Salina YMCA, Salina, Kansas	7/20/71
<u>PACIFIC DISTRICT (LOS ANGELES)</u>	
Alameda County YMCA, Oakland, California	6/25/71
Casa Maravilla, Los Angeles, California	8/13/71
Central & South Orange County YMCA/Saddleback Branch, El Toro, California	8/15/71
Pomona Valley YMCA, Pomona, California	8/5/71
Portland YMCA, Portland, Oregon - 2 NYPUMS	7/20/71
Santa Rosa YMCA, Santa Rosa, California	8/25/71

List of YMCA's/Agencies in NYPUM (continued)

S E C O N D Q U A R T E R

October 1, 1971 - December 31, 1971

	<u>Date Bikes Ordered</u>
<u>AKRON DISTRICT</u>	
Cleveland YMCA/Glenville Branch, Cleveland, Ohio	12/3/71
COP-E Academy, Indianapolis, Indiana	11/12/71
Detroit YMCA/Wayne Westland Branch, Westland, Michigan	10/20/71
Kingston & Ulster County YMCA, Kingston, New York	10/27/71
Kokomo YMCA, Kokomo, Indiana	10/22/71
Lima YMCA, Lima, Ohio	10/22/71
Peoria YMCA, Peoria, Illinois	12/17/71
Porter County YMCA, Valparaiso, Indiana	10/7/71
Rockford YMCA, Rockford, Illinois	11/17/71
Meadville YMCA, Meadville, Pennsylvania	10/4/71
<u>ATLANTA DISTRICT</u>	
Richmond YMCA/Central Branch, Richmond, Virginia	11/10/71
<u>CENTRAL DISTRICT</u>	
Abilene YMCA, Abilene, Texas	10/4/71
Austin YMCA, Austin, Texas	10/18/71
Dodge City YMCA, Dodge City, Kansas	12/2/71
El Paso YMCA/East Valley Branch, El Paso, Texas	11/24/71
El Paso YMCA/Northeast Branch, El Paso, Texas	11/4/71
Kansas City YMCA/Urban Department, Kansas City, Missouri	11/24/71
Lawton YMCA, Lawton, Oklahoma	10/5/71
Lubbock YMCA, Lubbock, Texas	11/24/71
Minneapolis YMCA/Urban Department, Minneapolis, Minnesota	11/2/71
Tulsa YMCA/Westside Branch, Tulsa, Oklahoma	11/24/71
Wichita Falls YMCA, Wichita Falls, Texas	11/29/71
Omaha YMCA/Central Branch, Omaha, Nebraska	12/13/71
Eight Northern Indian Pueblos, Santa Fe, New Mexico (4 NYPUMS)	11/2/71
<u>PACIFIC DISTRICT</u>	
Central Lane YMCA, Eugene, Oregon	10/5/71
Helena YMCA, Helena, Montana	10/18/71
Kern County E.O.C., Bakersfield, California	10/18/71

List of YMCA's/Agencies in NYPUM (continued)

	<u>Date Bikes Ordered</u>
Mount Diablo YMCA, Pleasant Hill, California	10/12/71
Reno YMCA, Reno, Nevada	10/14/71
Central & South Orange County YMCA/Santa Ana- Tustin Branch, Santa Ana, California	12/29/71
Riverside YMCA, Riverside, California	12/29/71
North Orange County YMCA, Fullerton, California	12/8/71

T H I R D Q U A R T E R

January 1, 1972 - March 31, 1972

AKRON DISTRICT

Muskegon YMCA, Muskegon, Michigan	1/25/72
Richmond YMCA, Richmond, Indiana	3/23/72
Freeport YMCA, Freeport, Illinois	2/25/72
Kankakee YMCA, Kankakee, Illinois	3/23/72
Beaver Valley YMCA, New Brighton, Pennsylvania	3/23/72
South Bend YMCA/Mishawaka Branch, Mishawaka, Indiana	3/23/72
Canandaigua YMCA, Canandaigua, New York	3/23/72
Chicago YMCA/Metropolitan Urban Department, Chicago, Illinois	3/28/72

ATLANTA DISTRICT

Butler YMCA/Southside Branch, Atlanta, Georgia	2/28/72
Region C - Criminal Justice Planning Agency, Shelby, North Carolina	1/4/72
Lakeland Hills YMCA, Parsippany, New Jersey	1/4/72
Wilkes YMCA, North Wilkesboro, North Carolina	1/4/72

CENTRAL DISTRICT

Boulder YMCA, Boulder, Colorado	2/25/72
Dallas YMCA/Irving Branch, Irving, Texas	2/9/72
Forth Worth YMCA/Cleburne Branch, Cleburne, Texas	1/20/72
Lincoln YMCA/Central Branch, Lincoln, Nebraska	1/5/72
VISTA, El Paso, Texas	3/6/72
Fremont YMCA, Fremont, Nebraska	3/6/72
Midland Park Center YMCA, Midland, Texas	2/15/72
Beloit YMCA, Beloit, Wisconsin	3/6/72
Cherokee County Juvenile Court, Columbus, Kansas	2/25/72

List of YMCA's/Agencies in NYPUM (continued)

	<u>Date Bikes Ordered</u>
Dumas YMCA, Dumas, Texas	2/25/72
Topeka YMCA/North Branch, Topeka, Kansas	3/6/72
 <u>PACIFIC DISTRICT</u>	
Anaheim YMCA, Anaheim, California	2/15/72
Cottage Grove Recreation Association, Cottage Grove, Oregon	3/2/72
Salem YMCA, Salem, Oregon	2/7/72
Sequoia YMCA, Redwood City, California	3/2/72
Seattle YMCA/Downtown Branch, Seattle, Washington	3/2/72
Long Beach YMCA/Lakewood Branch, Lakewood, California	4/3/72
Los Angeles YMCA/Northeast Branch, Los Angeles, California	2/7/72
Long Beach YMCA/North Community Branch, Long Beach, California	2/23/72
 <u>F O U R T H Q U A R T E R</u>	
April 1, 1972 - June 30, 1972	
 <u>AKRON DISTRICT</u>	
Kalamazoo YMCA, Kalamazoo, Michigan	4/28/72
New Haven YMCA/Milford-Orange Branch, Milford, Connecticut	4/26/72
Charleston YMCA/Central Branch, Charleston, West Virginia	4/26/72
Youth Services Bureau, Akron, Ohio	5/16/72
Youth for Christ, Port Huron, Michigan	6/6/72
Naval Construction Battalion Center, Davisville, Rhode Island	6/20/72
Lowell Police Athletic League, Lowell, Massachusetts	6/20/72
North Suburban YMCA, Northbrook, Illinois	6/20/72
Young Life, Pittsburgh, Pennsylvania	6/2/72
 <u>ATLANTA DISTRICT</u>	
Raritan Bay Area YMCA, Parlin, New Jersey	4/17/72
Rock Hill YMCA, Rock Hill, South Carolina	4/26/72
Sarasota YMCA/Central Branch, Sarasota, Florida	5/3/72

List of YMCA's/Agencies in NYPUM (continued)

	<u>Date Bikes Ordered</u>
Shore Area YMCA, Asbury, New Jersey	4/3/72
Butler Street YMCA/East Central Branch, Atlanta, Georgia	5/12/72
Spencer Youth Center, Nashville, Tennessee	5/3/72
Butler Street YMCA/Northwest Branch, Atlanta, Georgia	5/18/72
Frost Valley YMCA, Montclair, New Jersey	6/20/72
Atlanta YMCA/Southeast Branch, Atlanta, Georgia	6/22/72
 <u>CENTRAL DISTRICT</u>	
Pueblo YMCA, Pueblo, Colorado	5/12/72
Superior YMCA, Superior, Wisconsin	4/17/72
Albuquerque YMCA, Albuquerque, New Mexico	6/8/72
Little Rock, YMCA, Little Rock, Arkansas	6/9/72
Springfield YMCA, Springfield, Missouri	6/14/72
San Antonio YMCA/Westside Branch, San Antonio, Texas	6/15/72
Minneapolis YMCA/Eastside Branch, Minneapolis, Minnesota	6/27/72
Milwaukee YMCA/Southwest Suburban Branch, Milwaukee, Wisconsin	6/27/72
 <u>PACIFIC DISTRICT</u>	
Billings YMCA, Billings, Montana	4/28/72
Crescenta-Canada YMCA, La Canada, California	4/17/72
Orange Coast YMCA, Newport Beach, California	4/26/72
Salt Lake City YMCA, Salt Lake City, Utah	5/9/72
El Centro Host Lions Club, El Centro, California	5/11/72
Seventh Day Adventist Church, Eagle Rock, California	6/22/72
Idaho Falls YMCA, Idaho Falls, Idaho	6/22/72

List of YMCA's/Agencies in NYPUM (continued)

F I N A L P E R I O D

July 1, 1972 - September 1, 1972

	<u>Date Bikes Ordered</u>
<u>AKRON DISTRICT</u>	
Butler YMCA, Butler, Pennsylvania	8/30/72
City of Niagara Falls, New York	8/24/72
<u>ATLANTA DISTRICT</u>	
Washington YMCA/Bethesda-Chevy Chase Branch, Bethesda, Maryland	7/17/72
McDowell County Junior Police, Marion, North Carolina	7/20/72
Old Fort Junior Police, Old Fort, North Carolina	8/3/72
Kings Mountain Junior Police, Kings Mountain, North Carolina	8/3/72
Butler Street YMCA/East Central Branch Youth Department, Atlanta, Georgia	8/7/72
Norfolk YMCA/Central Branch, Norfolk, Virginia	8/9/72
Tuscaloosa YMCA/Benjamin Barnes Branch, Tuscaloosa, Alabama	8/15/72
Youth for Christ, Atlanta, Georgia	8/24/72
<u>CENTRAL DISTRICT</u>	
Minneapolis YMCA/Hiawatha Branch, Minneapolis, Minnesota	7/20/72
San Antonio YMCA/Lackland Extension, San Antonio, Texas	7/27/72
Elm Acres Youth Home, Girard, Kansas	7/20/72
Kansas City YMCA/West Branch, Kansas City, Kansas	8/7/72
Partners, Inc., Denver, Colorado	9/1/72
<u>PACIFIC DISTRICT</u>	
Bremerton Armed Services YMCA, Bremerton, Washington	7/6/72
Seattle YMCA/South King County Branch, Auburn, Washington	8/14/72

TOTAL NUMBER OF NYPUMS - END OF FUNDING YEAR - 175

CHAPTER V

TRAINING

Western Center Consultants of 18210 Sherman Way, Reseda, California 91335 (213-881-8812), sub-contracted for the TRAINING DESIGN AND EVALUATION COMPONENT for NYPUM for \$31,452.

Harold T. Marckwardt, Project Dean
Robert N. Stapleton, Senior Training Consultant
Nathaniel Jackson, Senior Training Consultant

Western Center consulted with the national NYPUM staff in designing three total NYPUM staff training workshops and eighteen start-up training workshops for local NYPUM operators, executives and board members. They have attended each workshop, assisted as trainers and evaluated each workshop with a written report.

Each national NYPUM staff member has been helped in his/her professional growth. Evaluative comments from trainees across the nation commended the sensitive skills and learning they got from the Western Center consultants.

NYPUM was fortunate in securing the services of this group of competent, highly skilled and committed men to work in partnership with NYPUM staff to achieve NYPUM goals. We were successful in training 673 persons from 283 agencies including police departments, probation personnel and churches. Some of the agencies were repeaters. When the original staff left a local NYPUM program, we would insist on training the replacement NYPUM worker.

Effective training is the key to NYPUM success. We are pleased with the effectiveness of the Western Center consultants' work with NYPUM in the eighteen workshops held during FY-1. The last Start-Up Training Workshop follows with an example of the curriculum designed for the workshops.

Training: START-UP WORKSHOPS

		<u>Agencies</u>	<u>Trainees</u>	<u>NYPUMS Operating</u>
FIRST QUARTER (7/1/71 - 9/30/71)				
1) Dallas, Texas	July 14-16	16	22	
2) Orange, California	July	5	7	
3) Princeton, New Jersey	August	11	30	
4) Akron, Ohio	September	22	63	
TOTALS		<u>54</u>	<u>124</u>	59 (incl. 26 originals)
SECOND QUARTER (10/1/71 - 12/31/71)				
5) Los Angeles, California	Sept 30- Oct 2	13	34	
6) Honolulu, Hawaii	Nov 4-6	9	27	
7) Dallas, Texas	Nov 10-12	12	41	
8) Pueblo Indians, NM	Dec 2-3	4	18	
9) Akron, Ohio	Dec 7-10	7	18	
10) Atlanta, GA	Dec 13-16	11	29	
TOTALS		<u>56</u>	<u>167</u>	94
THIRD QUARTER (1/1/72 - 3/31/72)				
11) Los Angeles, California	Jan 17-20	15	40	
12) Portland, Oregon	Jan 26-29	9	17	
13) St. Louis, Missouri	Feb 7-9	23	47	
14) Birmingham, Alabama	Mar 13-15	21	42	
15) Columbus, Ohio	Mar 15-18	19	41	
TOTALS		<u>87</u>	<u>187</u>	124
FOURTH QUARTER (4/1/72 - 6/31/72)				
16) Los Angeles, California	Apr 18-21	17	31	
17) Louisville, Kentucky	May 22-26	65	152	
18) Seattle, Washington	June 12-15	4	12	
TOTALS		<u>86</u>	<u>195</u>	158
FINAL TWO MONTHS (7/1/72 - 9/1/72)				
		-	-	175
<u>TOTAL START-UP WORKSHOPS (18):</u>		283	673	175
		(incl. repeaters)		

NATIONAL YOUTH PROJECT USING MINI-BIKES
 LOUISVILLE DISTRICT WORKSHOP - MARRIOTT INN
 MONDAY, MAY 22, THROUGH THURSDAY, MAY 25, 1972

A = PROGRAM DIRECTORS
 B = BOARD AND EXECUTIVES

PROGRAM OVERVIEW ANALYSIS

TIME	GRP	ITEM	WHO	HOW	GOAL	MATERIALS
<u>MONDAY, MAY 22</u>						
1:00 pm		HOSPITALITY ROOM	Alan		(For those arriving from a distance)	
5:30 pm	A	Registration (Pick up training packet)		On arrival		Kits, pens, W.C. Evaluation 1st stage
7:00 pm - 8:30 pm	A	STRATFORD-ON-AVON ROOM Intro-"Pick A Stranger" Overview-National Goals Need assessment-Participants "Y-Rider" film	Hal Alan Pat	DYADS Total group Groups of six (3 prs. from P.A.S.)	To get early participant involvement To get participant agendas visibility	Newsprint, felt pens Overhead projector 16 mm Projector, "Y-Rider" film
<u>TUESDAY, MAY 23</u>						
9:00 am - 10:15 am		Teambuilding Review of NYPUM Guidelines - goals - guidelines Coffee break	Hal Alan	Non-verbal total group	To build creativity among participants. To understand the goals and objectives	Viewgraphs and projector
10:30 am - 11:45 am		Small group methodology -Juvenile Justice System	Hal Pat Alan	Fishbowl	To experience and look at small program design	Newsprint, felt pens
12:15 pm		Lunch				
1:30 pm		Review of participant Agenda sheets	Hal		To assess workshop progress	

LOUISVILLE DISTRICT WORKSHOP, PROGRAM OVERVIEW ANALYSIS: continued.....

TIME	GRP	ITEM	WHO	HOW	GOAL	MATERIALS
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TUESDAY, MAY 23 continued

2:00 pm		Briefing on local NYPUM visit & site	Henry		Expectations for field trip	
2:30 pm		Leave for riding site				
3:30 pm - 5:00 pm	A	The Tool - Mini-bikes Riding demo Instruction for new riders	Pat	Youth teach adult	To see an actual program To get adults on mini-bikes	Kids, helmets, mini-bikes
5:15 pm	A	Return to hotel				
6:00 pm	A	Supper				
7:30 pm - 9:30 pm	A	Reactions to afternoon NYPUM presentations - safety - maintenance - mechanics of program, riding sites Wrap up	Pat Dave George Wayne	Total group	Learning reinforcement Learn and refine unique aspects of NYPUM program	Viewgraphs 3 mini-bikes (Z 50, QA 50, CT 70), tools

WEDNESDAY, MAY 24

8:30 am	B	ANTHONY ROOM Registration	Henry			
9:30 am		Orientation & update "Y-Rider" film Rap session	Alan	Total group	To brief new participants	WC evaluation viewgraphs Projectors

LOUISVILLE DISTRICT WORKSHOP, PROGRAM OVERVIEW ANALYSIS: continued.....

TIME	GRP	ITEM	WHO	HOW	GOAL	MATERIALS
<u>WEDNESDAY, MAY 24 continued</u>						
9:00 am - 12:00 pm	A	STRATFORD ROOM Outreach - film segment Outreach and community col- laboration design Assignment to field	Dave Hal Wayne George	Break into task forces of 3-6 with car driver	To initiate and experience community contacts	Newsprint
12:15 pm		Lunch				
1:00 pm	A	Back to hotel	Dave	Prepare task force reports		
1:30 pm - 3:30 pm		STRATFORD ROOM Debrief community collaboration Accent on youth "On Being 13" -define participants own personal learning goals	Hal Pat	Task Forces "Brain- storming" groups of 3-5. 10 words or short phrase which best describes a 13 year old.	To get results from field exercise To create an awareness of the stereotype we lay on others who are different	Newsprint, felt pens
3:30 pm	A & B	Leave for riding site			To get "B" on mini-bikes to show "B" what a NYPUM program looks like	Mini-bikes, kids
4:00 pm - 8:00 pm		Jr. high focus on youth, rapping, eating & open discussion	Pat	Informal		
8:15 pm	A & B	Return to hotel Huddle as teams Individual association	Henry		To compare learnings	

LOUISVILLE DISTRICT WORKSHOP, PROGRAM OVERVIEW ANALYSIS: continued.....

TIME	GRP	ITEM	WHO	HOW	GOAL	MATERIALS
<u>THURSDAY, MAY 25</u>						
9:00 am	A & B	STRATFORD ROOM Program Development Contract "Reaching Out" film Redefine "Outreach"	Henry Alan		Make assignments for this task and any clarifications	Program Development Contracts
			Dave	Groups		Projector, film
	B	Funding and Finances	Henry	Groups	To make real the financial aspects of NYPUM	
10:30 am - 12:00 pm	A	Relationships Job descriptions Finalize program designs	Pat	3 groups small grps. Individually	To define personal NYPUM relationships of potential directors	Program Development Contracts
12:15 pm		Lunch				
1:30 pm	A & B	MBO on program development Interview schedule. Evaluations Interviews, as assigned	Henry Alan Alan Hal Staff	Total group By association	Reinforce learnings	Original agenda W.C. Evaluations

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CHAPTER VI

MONITORING

It soon became evident that monitoring all the local NYPUMS was not planned for in the budget. It was physically impossible to visit each NYPUM more than once, if that. We did not have enough money to hire the needed staff, nor the travel money. However, the district coordinators used weekends and economized whenever possible to make local visits to nearly every operating NYPUM.

The word "monitoring" has a punitive tone. We began to use the words "consulting" and "providing technical assistance," which were less threatening to the local NYPUM operators.

Because of FY-1 experience, we built a solid budget for local visits. We plan to make at least three local visits to each NYPUM. Moreover, we propose to employ ten district directors so that it becomes physically possible to make a minimum of three visits to all operating local NYPUMS with enough travel budget. Additionally, the district directors will visit a local community to prepare the agency prior to attending the start-up training workshop.

The Summary Sheet gives the number of local visits made during each quarter, and totally, for FY-1 (see Summary Chart in Chapter IV).

CHAPTER VII

EVALUATION

The University of Southern California's research institute, the Public Systems Research Institute (PSRI), sub-contracted for the total evaluation of NYPUM for \$100,535.

This evaluation is perhaps the most comprehensive, honest study of a national youth project in the nation. The complete evaluation report is found following these pages. One copy of the appendices, which number several hundred pages, and a set of printouts will reside at the National NYPUM office.

Based on the evaluation findings we have definite imperatives to work on for NYPUM FY-2. These objectives are: community collaboration, 75 per cent referrals and small group design. We feel good about the positive high evaluation on: self-regard, attitudes toward institutions, including the police, reduced deviant behavior, safety and personal attitudes.

There are several good local programs which can be selected and used as models for "spread" across the nation. These programs scored high on reducing recidivism, receptiveness to change and outreach, according to the evaluation report.

We are planning to continue the evaluation for FY-2 with monthly data-gathering from the local NYPUMS and quarterly in-depth data gathering from the NYPUM operators and District Coordinators. For FY-1, data were collected only once for an annual evaluation.

PSRI has changed its name to USC-RI. NYPUM has negotiated a sub-contract with USC-RI for \$113,603 to continue the evaluation for FY-2, employing a wider base of data source using the same dimensions. This plan will give us a comparison based on the same criteria and provide fuller and more complete data for evaluation.

The PSRI Evaluation Report follows.

EVALUATION OF THE FIRST YEAR OF THE
NATIONAL YOUTH PROGRAM USING MINI-BIKES (NYPUM)

SECTION ONE

INTRODUCTION AND APPROACH

This report presents the summary findings and recommendations of the first year of evaluation of the National Youth Program Using Mini-Bikes (NYPUM). The purpose of the evaluation is to provide, for the National Staff of the NYPUM program, information which will assist them in determining the extent to which the program as a whole is reaching its established objectives.

Several features of the NYPUM program contribute to making such an evaluation a challenging and unique task. Perhaps the most interesting is that it is a joint effort on the part of many diverse groups to help young people. Contributing to this effort in one way or another have been government agencies and their representatives from federal to local, private service agencies, clubs and organizations, private business firms, individual citizens, and even a foreign manufacturer.

The strengths and advantages of such an alliance are best attested by the scope and penetration of the NYPUM program in its first year of operation -- 175 projects involving over 7,000 boys and girls in the eleven through fifteen age range.

Such an alliance, however, is not a bureaucracy or army under unified administration or command. No one partner has the power to order the others in such an endeavor, and the alliance would quickly dissolve were that attempted. Agreement on goals and criteria of achievement must be reached through an often laborious process of discussion, persuasion, or compromise, and even then only a beginning has been made since agreement is one thing and action another. Each partner has a slightly different set of concerns, pressures, objectives, or priorities which, despite initial agreements, become apparent over time and call for continuing readjustment and renegotiation.

The goals and priorities for the first year of NYPUM operation were established in the Fall of 1971 and were widely disseminated through publication and workshops. Interviews with randomly selected program operators, conducted as part of the evaluation, indicate general familiarity and even agreement with the goals, although many of the projects found it difficult or impractical

CONTINUED

1 OF 2

to adhere to certain of the program standards specified in the statement of those goals. The goals, together with their relative priorities expressed as percentages of importance, were as follows:

<u>Importance</u>	
<u>Weights</u>	
47%	I. Positive change in individual behavior such that behavior deviant to society is reduced.
26%	II. Positive change in the nature of the YMCA as a movement, giving it more relevance in today's world.
10%	III. Positive change in image of YMCA.
17%	IV. Positive change in quality of NYPUM program performance.
<u>100%</u>	

For each goal, a set of criteria of achievement was further identified. These criteria are briefly indicated below:

- I. Positive change in individual behavior such that behavior deviant to society is reduced.
 - A. Increase youth's positive self-regard
 - B. Improve attitudes toward society's institutions
 - 1. School and teachers
 - 2. Parents
 - 3. Peer group
 - 4. Justice system
 - 5. Safe driving
 - C. Reduce deviant behavior
 - 1. Truancy
 - 2. Delinquency
 - D. Reduce recidivism
- II. Positive change in the nature of the YMCA as a movement, giving it more relevance in today's world.
 - A. Increase general community collaboration
 - 1. Money donations
 - 2. Time and personnel

- a. Service club support
- b. Parents
- B. Increase referrals
 - 1. By legal system
 - 2. By increased diversion
 - a. Schools
 - b. Social workers
 - c. Other programs
- C. Increase movement toward outreach
 - 1. Nature of population reached
 - a. Increase minority group population
 - 2. Location of activities
 - a. Move toward areas now lacking in programs
 - b. Move toward depressed areas
- D. Increase receptiveness of Y to change, both present and future
- III. Positive change in image of YMCA (and of motorcycling)
 - A. Change personal attitudes toward Y of
 - 1. Youth
 - 2. Parents
 - B. Change institutional attitudes toward Y of
 - 1. Schools
 - 2. Legal system
 - C. Change media attitudes toward positive support of Y
 - 1. Amount of attention paid Y by news media
 - 2. Phone inquiries
 - 3. Membership applications
 - D. Change image of motorcycling
 - 1. Positive reaction to use of bikes
 - a. By kids
 - b. By parents

- IV. Quality of NYPUM program performance
 - A. Age group served (11-15)
 - B. Source of participants (75% referrals)
 - C. Small group design (ratio of number of kids to number of leaders)
 - D. Percent of youths' time spent on non-bike activities
 - E. Degree of youth participation in decision-making
 - F. Safety of program
 - 1. Number of hours spent on safety training
 - 2. Proportion of kids involved in minor accidents
 - 3. Number of major accidents
 - G. Movement of youth into non-NYPUM programs
 - 1. In Y
 - 2. Non-Y
 - H. Effect on other programs
 - 1. New Y programs begun as NYPUM spinoffs
 - 2. Changes in non-Y programs resulting from NYPUM

The evaluation task was to determine, so far as possible, the extent to which all of these goals have been implemented during the first year of operation. Although the individual NYPUM projects have been ranked in respect to their level of achievement on these goals, the evaluation is not a "fair" assessment of the individual projects in the sense that it does not necessarily reflect the goals and priorities which the individual projects would or did set for themselves.

The primary concern of program operators will focus more on satisfying the needs and expectations of the youth in their program, their local community and their local directors and governing boards than on meeting the requirements of a more remote audience. In some cases there is no apparent conflict between the objectives or procedures of the local projects and those expected by the National Staff, but in other cases the conflict is quite apparent. Disparity between what the National Office expects and what the local projects are doing tends to center on such general issues as the importance of outreach work and delinquency prevention and on such specific issues as the

source of referrals to NYPUM projects (which affects the proportion of youngsters in the program with a delinquent history or high probability of acquiring a delinquent history) and the amount of time to be spent on such non-bike activities as individual counseling.

The ratings of the projects should be understood as an evaluation of the effectiveness of the entire NYPUM program in implementing its objectives and standards during the first year of operation rather than as an evaluation of the individual projects. A poor rating indicates that, for one reason or another, the objectives of NYPUM are not being met, but it does not indicate whether the failure can be ascribed to different objectives on the part of the local project or simply to poor performance.

The Approach

The purpose of the evaluation was to determine the extent to which each of the objectives was achieved during the first year of program operation. In theory, the best way to demonstrate the effectiveness of any program is to employ a properly executed experimental control design. For social programming on the scale of NYPUM, however, experimental design procedures are impractical for a number of reasons, the most immediate of which is that adequate controls cannot be placed upon the conduct of the experimentation within the constraints of an acceptable research budget.

The design selected for the present evaluation does not provide independent objective proof of the extent to which the program has achieved success on the various criteria, but it does provide a systematic means of aggregating opinions and impressions of program success from a variety of sources which the program directors have identified as significant to their decision-making processes.

As a practical matter, the success of the program cannot be measured independently of the way the program is viewed by certain key audiences. Regardless of what the objective evidence might be, the program could not succeed if parents, community referral sources or kids in the program thought it was a failure and refused to cooperate. Most readers will probably accept the notion that if everyone connected with the program believes it is bad, it probably is. Less convincing, however, is the corollary that a good opinion of the program is satisfactory evidence of success on such difficult criteria as the reduction of delinquency and recidivism. There are, however, certain indications which tend to support confidence

in the judgments of success of the program when aggregated across all the respondents. When asked whether the NYPUM program has helped them stay out of trouble, the kids in approximately 23 per cent of the responding programs indicated that they generally did not think the program was helping in that respect. Such variation in the distribution of responses generally increases confidence that the judgments are not the result of an indoctrination designed to produce a whitewash of the program. As much as the young people like the mini-bikes, they still show an ability to distinguish variable levels of success in respect to different objectives of the program. It should also be noted that independent and confidential judgments of success have been acquired from important audiences such as teachers and police, probation and court officers, who have no personal stake in the success or failure of the program. Over time, perhaps the most revealing non-judgmental indications of success in respect to delinquency and recidivism reduction will be the number of referrals received from criminal justice agencies. It is a very difficult matter to prove the effectiveness of a program in one or two hundred localities, but a fairly convincing operational definition of success will be the extent to which police or court officials are willing to refer the youngsters with whom they come in contact. If the principal weakness of the evaluation design selected for this program is that it does not provide objective "proof" of the effects of the program in respect to a few select variables, its greatest strength is that it provides some indication of program effectiveness in respect to all major objectives and from all major sources directly concerned with the operation and outcome of the program in the local communities. Furthermore, it is possible to aggregate these judgmental indicators across individual projects to provide a grasp of the overall effectiveness of the total program in a manner not possible with the more conventional experimental-control design unless the present design were superimposed on it (an ideal, but unacceptably expensive, alternative).

The information acquired from the first year of study serves several functions. From data presented in this report it is possible to see where the total program is succeeding and where it is failing in respect to all identified objectives and in the view of all identified major audiences. From the distributions of the responses, it is possible to determine where the training and technical assistance provided to NYPUM operators has been effective or ineffective. In addition, (although for the sake of brevity all the working documents have not been included in this report) a diagnostic tool has been developed which will be provided to district directors and individual project operators to enable them quickly and easily to compare individual project performance on all objectives from all points of view with the cumulative distributions of all projects on each objective and from each point of view.

The remainder of this report will detail procedures and provide summaries of major findings, but it is the development of the diagnostic materials (examples are provided) which will present to program operators an accessibility to relevant data seldom possible in social programming of this complexity.

SECTION TWO

MEASUREMENT PROCEDURES

The procedures used in this evaluation are well suited to the quasi-experimental research setting typical of most social programs. The measures obtained, both objective and subjective, allow a clear, precise statement about program quality, a quantitative statement which discriminates between various programs as well as between program dimensions. They are based upon a combination of the knowledge, attitudes and experiences regarding the NYPUM program of those who have direct or indirect contact with it -- the participating youths themselves, their parents, their teachers, persons who have referred the youth into the program, and the local NYPUM program operator.

Some would argue with this approach, preferring "hard" statistics on such variables as delinquent behavior, recidivism rates, diversion rates, etc. The simple response to such criticism is that such measures are usually unreliable, invalid and nearly impossible to obtain. This is especially true of the NYPUM program, in which the YMCA's do not keep such records on their youths and, in fact, usually explicitly avoid doing so.

Extended discussion of the merits of the various approaches to evaluation is not the topic of this report. Suffice it to add that a pretest-post test type of design could not, in any case, be utilized in this evaluation since many NYPUMS had been in operation months before the evaluation began, others had started operation at various times during the evaluation period and yet others had only just begun. It was this factor that determined the number of NYPUMS eventually selected for evaluation. Since it was felt that only those NYPUMS should be included that had been operative long enough for a possible effect on youth behavior to be discernible, the decision was made to restrict evaluation to NYPUMS that were in operation prior to December 1, 1971. There were 81 of these, as listed below:

LIST OF NYPUMS SELECTED FOR EVALUATION
(NYPUMS asterisked received on-site visitation)

Region I

Akron/Cuyahoga Falls YMCA, Ohio	*Detroit/Wayne-Westland YMCA, Michigan
Boston/Roxbury YMCA, Massachusetts	*Grand Rapids/Central YMCA, Michigan
*Burlington Community YMCA, Vermont	Hamilton/Central YMCA, Ohio
Cleveland/Glenview YMCA, Ohio	Kingston & Ulster County, NY
Columbus/Eastside YMCA, Ohio	YMCA, New York
*Dayton/Fairborn YMCA, Ohio	

Region I (continued)

Kokomo YMCA, Indiana
Lima YMCA, Ohio
Mansfield YMCA, Ohio
Meadville YMCA, Pennsylvania
New Kensington YMCA, Pennsylvania
*Peoria Central YMCA, Illinois
Porter County YMCA, Valparaiso,
Indiana
*Providence/Barrington YMCA,
Rhode Island
Providence/Central YMCA, Rhode
Island
*Salem YMCA, Massachusetts
*Waterbury YMCA, Connecticut
York & York County YMCA,
Pennsylvania

Region II

*Atlanta/Central Community YMCA,
Georgia
*Birmingham/Western YMCA, Alabama
Central New Jersey Camps,
Blairstown, New Jersey
*Chattanooga/Southside YMCA,
Tennessee
Jersey City YMCA, New Jersey
*Louisville/Chestnut Street YMCA,
Kentucky
*Louisville/Downtown YMCA, Kentucky
*New Orleans/Dryades St. YMCA,
Louisiana
*New Orleans/West Bank YMCA,
Louisiana
Princeton YMCA, New Jersey
Richmond/Central YMCA, Virginia
Wilmington YMCA, Delaware

Region III

Amarillo/North Central YMCA, Texas
Austin YMCA, Texas
*Dallas/Downtown YMCA, Texas
Dallas/Moorland YMCA, Texas
*Dallas/Southeast YMCA, Texas
Dodge City YMCA, Kansas
*El Paso/East Valley YMCA, Texas
*El Paso/Northeast YMCA, Texas
*Fort Worth/McDonald YMCA, Texas
*Greenville YMCA, Texas
Houston YMCA, Texas

Kansas City YMCA, Missouri
*Madison/Central YMCA,
Wisconsin
Odessa Family YMCA, Texas
Omaha/Central YMCA, Nebraska
*Rapid City YMCA, South Dakota
*Salina YMCA, Kansas
*St. Louis/North County YMCA,
Ferguson, Missouri
*St. Louis West County YMCA,
Manchester, Missouri
*Topeka/Central YMCA, Kansas
Tulsa/Westside YMCA, Oklahoma
Wichita Falls/Central YMCA,
Texas

Region IV

*Alameda County YMCA, Oakland,
California
Butte YMCA, Montana
*Casa Maravilla, Los Angeles,
California
Central Lane Family YMCA,
Eugene, Oregon
*Central & S. Orange Co./
Saddleback YMCA, El Toro,
California
Eight Northern Indian Pueblo
Council, Santa Fe, New
Mexico
Great Falls YMCA, Montana
*Greater Compton YMCA, Calif.
Greater Missoula YMCA,
Montana
Helena YMCA, Montana
*Honolulu/Kalihi YMCA, Hawaii
Kern County E.O.C., Bakers-
field, California
Los Angeles/Southwest YMCA,
California
*Los Angeles/Verdugo Hills
YMCA, Tujunga, California
Medford YMCA, Oregon
*North Orange County YMCA,
Fullerton, California
*Orange YMCA, California
*Pomona Valley YMCA, Calif-
ornia
*Portland YMCA, Oregon
Reno YMCA, Nevada
*San Diego/Southeast YMCA,
California

Region IV (continued)

*San Francisco/Mission YMCA,
California
*Santa Rosa YMCA, California
Seattle/Eastside YMCA, Bellevue,
Washington
Tulare County YMCA, Porterville,
California

Total NYPUMS Selected: 81

Data for the measurement of the NYPUM objectives were acquired with two types of instrument: (a) questionnaires administered to youths and adults associated with participating NYPUMS, and (b) on-site visits by evaluation personnel to as many of these NYPUMS as was practicable. The selection of the NYPUMS to be personally visited had the objective of adequately representing all areas of the country. A total of 40 NYPUMS were eventually visited. They are indicated on the preceding list by an asterisk.

The use of these instruments is further discussed in Section Three. Specimen questionnaires and instruction letters are shown at Appendix B. Detailed reports of the on-site visits appear in Appendix C.

THE QUESTIONNAIRES

Design of the Questionnaires

Five separate questionnaires were developed, one for each of the following types of respondent:

- A youth participating in a NYPUM program
- One of his parents
- His teacher
- His source of referral to the program (if any, and if other than his parent or the teacher completing the teacher questionnaire)
- His NYPUM program operator

It was obvious that the administration of these questionnaires would require a great deal of cooperation from a number of people, there being 81 NYPUMS from each of which it was proposed to designate 15 youths as participants in the evaluation. Previous experience has shown that a measuring instrument

requiring a large expenditure of the respondent's time is unlikely to be completed. Questionnaires, accordingly, must be of reasonable length, with short questions that are not difficult to answer. The difficulty of obtaining responses also decreases as the commitment of the respondent increases. It was apparent that the respondents necessary for the NYPUM evaluation might well be uncommitted or even hostile. Parents might be expected to be suspicious of anyone asking questions about their children. Referral sources, if members of the juvenile justice system, are usually busy and might resent the infringement on their time.

With these facts in mind, questionnaires were created which had the objectives that (a) they would obtain information which would validly represent all the objectives and sub-objectives of the national NYPUM program, and (b) they would not burden the respondent and would therefore be likely to be completed. These questionnaires, which appear in Appendix B, asked for hard data such as recidivism rates as well as for subjective impressions of youths' attitudes. Study of them will reveal that the questionnaires designed for the youths and their parents are clearly not directed to evaluating the youths themselves but to allowing parents and youths to express their feelings about the NYPUM program. They concern themselves, to a great extent, with such matters as the possible changes (due to the program) in interpersonal relationships between child and parent, behavioral changes, changes in attitude to self, peers, school, police, the YMCA, etc. The questionnaires designed for the youth's teacher and his referral source are also concerned with much of the above, but there is greater emphasis upon details to be obtained from the youth's records. The NYPUM operator questionnaire, eliciting a report on the entire NYPUM group and not on any specific individual, also concerns itself with the records of the members of the group, in terms of percentages as well as with matters of group organizational detail.

The youth questionnaire and the parent questionnaire were then translated into Spanish as it was known that certain NYPUMS contained a heavy enrollment of members with Spanish surnames (in actual fact, it turned out that no responses were made in Spanish). All questionnaires were then printed, each type on a different color of paper: youth (blue); parent (yellow); teacher (pink); referral source (green); NYPUM operator (white). Covering letters, explaining to the prospective respondent the procedures for return of the questionnaire and emphasizing the measures that had been adopted to insure confidentiality of the response, were also similarly printed both in English and (for youths and parents) also in Spanish.

Administration of the Questionnaires

At various dates prior to the mailing out of the questionnaires, several instructional letters and an instructional booklet had been mailed to the various NYPUM programs scheduled for evaluation. From time to time it was necessary to make certain revisions in procedures on account of difficulties which had not been anticipated. These revisions were incorporated in a final letter of instruction mailed to NYPUM operators on March 28, 1972 (a week before the actual mailing of the questionnaires) concerning the distribution of the questionnaires. A copy of this letter appears in Appendix B. This letter attempted to answer all the questions about specific details that local Y's had raised and is consequently somewhat detailed. Briefly, procedures to be adopted were as follows:

Maintenance of Confidentiality of Data. Since many NYPUM directors had indicated that sources of referral could not release information about a youth's juvenile justice record, a system was devised whereby such information might be obtained under cover of anonymity. The four questionnaires pertaining to each individual youth (youth, parent, teacher, referral source) were coordinated under one six-digit number, where the first digit represented the YMCA Region in which the NYPUM was located, the second through fourth digits denoted the NYPUM concerned and the fifth and sixth digits indicated the particular youth himself. Each NYPUM would receive, numbered in sequence, 15 blue questionnaires for completion by youths and 15 similarly numbered yellow, pink, and green questionnaires for completion by each youth's parent, teacher, and referral source respectively.

The choice of which identification number would be associated with which youth would be the responsibility solely of the NYPUM receiving the questionnaires, who alone would hold the key to the identification. Since completed questionnaires were to be sealed by the respondents and returned directly, the nature of responses made would remain unknown to NYPUMS. Similarly, the evaluators, who must see the responses, would at no time be aware of the identities of the persons replying.

Identification of Participating Youths. The original intention was to gather information on all youths in each participating NYPUM program and, for this purpose, NYPUMS were asked to submit membership lists. However, the cost of doing so turned out to be prohibitive, and a decision was made to restrict evaluation to 15 youths from each NYPUM. These were randomly selected from such lists as had been furnished, avoiding selection, where possible, of more than one member from any family and the children of YMCA staff. Where a membership list was not available

(some NYPUMS reported legal problems in providing them) NYPUMS were instructed to make random assignments themselves.

The instruction letter of March 28 was accordingly accompanied by two enclosures: Those NYPUMS which had furnished a membership list received (a) a list of youths' names randomly chosen for evaluation and (b) a list of 15 identification numbers to be assigned to those youths by the NYPUM; NYPUMS which had not furnished a membership list received only the list of identification numbers to be assigned by them.

Distribution of Questionnaires. The main responsibility of each NYPUM, having allocated identification numbers, was to distribute the questionnaires to the various respondents, coordinating the numbers so that the youth, parent, teacher, and referral source questionnaires for a particular youth all bore the same number. For this purpose, NYPUMS were supplied not only with appropriate cover letters and transmittal envelopes but also with post-paid return envelopes, pre-addressed, for use by respondents returning the questionnaires.

On April 5, 1972, eighty-one cartons containing NYPUM test materials were mailed to participating NYPUMS. Contents of each carton were as follows:

One (white) NYPUM operator questionnaire bearing the NYPUM I.D. number	single
15 numbered youth (blue) questionnaires, in sequence	banded by 15
15 numbered parent (yellow) questionnaires, in sequence	banded by 15
15 numbered teacher (pink) questionnaires, in sequence	banded by 15
15 numbered referral (green) questionnaires, in sequence	banded by 15
All English cover letters (15 each of youth, parent, teacher, and referral letters)	banded in one
Set of materials in Spanish (parent and youth questionnaires and cover letters, in varying numbers), sent to NYPUMS (20) where Spanish names appeared on the membership list. Included here was an instruction sheet concerning their use.	banded in one

Set of unnumbered youth questionnaires and youth cover letters for use if YMCA chose to have entire group participate (see letter of March 28). Copies in excess of this basic 15 were sent to programs with a very large membership.	banded in one
Set of spare materials, marked SPARES: 2 youth questionnaires and 2 youth cover letters 1 parent questionnaires and 1 parent cover letter 1 teacher questionnaire and 1 teacher cover letter 1 referral questionnaire and one referral cover letter	banded in one
Transmittal envelopes (for NYPUM to mail to each parent, teacher, referral source), 3 x 15 + 3 spares	48, banded
Return envelopes (for return of questionnaires by youth, parent, teacher, referral source) 4 x 15 + 1 (for NYPUM operator) + 3 spares	64, banded

Initial Response to the Questionnaires

The deadline for return of the questionnaires was set as May 31, 1972. At the end of May, out of the almost 5,000 questionnaires distributed (4,941 numbered, plus some extra, unnumbered youth questionnaires for use if required) the number of returns was very small indeed.

Various steps were then taken to expedite returns:

On May 31, the national NYPUM staff sent out to all Y's from which no returns had been received a notice that the process should be expedited and indicated that the deadline for receipt of questionnaires had been extended to June 30, 1972.

On May 30, a letter was sent to all NYPUMS from which at least one but not all returns had been received. This letter itemized for each YMCA all the returns that had been received in respect to that NYPUM and requested Y's to take whatever steps they could to follow up and get the rest of the returns in.

On June 23, since the above action had, in many cases, failed to produce the required result, an urgent memorandum was sent to NYPUMS asking NYPUM directors to call collect and indicate the nature of the problem causing delay. This memorandum went out to a total of 35 of the original 81 NYPUMS in the evaluation (to eleven NYPUMS in Region I, seven in Region II, eight in Region III, and nine in Region IV). At the same time, YMCA Regional Directors were asked to contact those Y's in their region that had not responded at all. This action finally resulted in twelve of the 35 YMCA's calling; others sent information by mail, a few mailed in some returns, and a few others intimated that returns would be forthcoming. In actual fact, returns were still coming in as late as August 31. The complete analysis of the questionnaire data was delayed as long as possible to accommodate returns still expected.

The Returns

The number of returns finally received was influenced by a variety of circumstances:

1. NYPUM Non-Participation

Of the 81 original NYPUMS that received questionnaires, 60 furnished returns. Six of the 21 NYPUMS failing to return any questionnaires were located in Region I and five were in each of the remaining three regions. Among the various reasons quoted for non-participation were the following:

Program was not current operating	4
Program had only just got started	2
NYPUM withdrew from participation for reasons concerning confidentiality of data	1
Changes in staff had taken place - status of the questionnaires was unknown to present staff	5
Questionnaires were said never to have been received	1
Evaluation materials had been discarded	1
No reasons advanced	7
	<u>21</u>

Since each of the 60 NYPUMS actually participating had received a total of 61 numbered questionnaires, a 100% return from 100% of these NYPUMS would result in an absolute maximum of 3,660 completed questionnaires.

2. NYPUM Membership

The above figure presupposes that each NYPUM could report on 15 participating youth members. Experience has shown that some NYPUMS currently had a much smaller enrollment of youths, particularly of youths who had been in the program long enough to be able to comment on it -- sometimes as low as 7 or 8.

An analysis of the youth identification numbers actually reported on by any of the four sources (youth, parent, teacher, referral) indicates that as many as 17 NYPUMS furnished at least one questionnaire concerning each of 15 youths and thereby evidenced an available membership of at least 15; 5 NYPUMS returned at least one questionnaire on 14 youths; 6 on 13; 4 on 12; and so on down the line. Of the 60 NYPUMS, at least 50 per cent reported in some way on 12.5 or more youths and 50 per cent on fewer than 12.5. If the figure of 12.5 is at all representative of youth membership currently available to participate, a total of 3,006 completed questionnaires might be a fairly realistic maximum expectation, based on a 100 per cent return from all respondents.

3. Referral Sources

It was anticipated that there would not be a high percentage of referral source returns since many youths might well have entered the program without referral, or the NYPUM director might be either ignorant of the referral source or unable to contact him.

4. Floods

Some areas had been hit by disasters such as floods and were unable, understandably, to furnish comprehensive returns, if any.

The final number of questionnaires returned to PSRI by all respondents was 1,585. These are displayed below by type of respondent and by YMCA region:

Questionnaires Returned

<u>Region</u>	<u>Nypum Operator</u>	<u>Youth</u>	<u>Parent</u>	<u>Teacher</u>	<u>Referral Source</u>	<u>Total</u>
I	10	129	115	101	100	456
II	6	90	47	42	56	241
III	12	161	99	63	57	392
IV	12	188	133	93	71	497
TOTAL	40	568	394	299	284	1,585

The above total of 1,585 returned questionnaires represents 43.3 per cent of the absolute maximum of 3,660 which would be received if all 60 participating NYPUMS were to render a 100 per cent response in respect of 15 youths. It represents 52.7 per cent of the figure of 3,006 returns suggested above as possibly a more realistic expectation and based on a 12.5 youth membership.

Commentary

It is appropriate to mention that the difficulty of obtaining complete cooperation from the local NYPUMS had not been fully anticipated. Some of the obvious shortcomings will have already been noted from the foregoing. They may be summarized as follows:

1. In many cases, response came very late and only after repeated urging. One result of this lack of promptness was that some NYPUMS, when they finally took action, were unable to obtain responses from the youths' teachers since, by that time, school was out.
2. In other cases, it appeared that the importance of the evaluation had been either not recognized or ignored, so that, when changes in staff occurred within the NYPUM, there was no carry-through of responsibility for implementing the procedures.
3. It became clear from various indices that some NYPUMS had either disregarded or misunderstood the letter of instruction.

4. While some NYPUMS were outstanding in that they were able to furnish a 100 per cent, or close to 100 per cent, response the efforts of many others resulted in extremely sparse data; in two cases, no more than the NYPUM operator questionnaire was returned, and in others, youth questionnaires only were received.

Solutions to these problems will be explored next year. It is also planned to adopt procedures next year that will lighten the burden on the NYPUM operator and thus, hopefully, increase the potential for cooperation by the NYPUMS with the evaluation procedures.

On-Site Visits

Data additional to those acquired through questionnaire dissemination were obtained through the visits of eight evaluation staff members to 40 of the originally selected NYPUMS. These 40, which were chosen as representative of all areas across the country and of programs within all four YMCA regions, are indicated by asterisks on the list of NYPUMS on the first page of this Section. Thirty-three of them are among the 60 NYPUMS that eventually returned questionnaires; the remaining seven did not do so. The total number of NYPUMS to furnish data through either questionnaires or interview was therefore 67.

Interviews were relatively structured and followed a standardized form, an outline which appears in Appendix C. Staff received the fullest courtesy and cooperation from those they interviewed. They were greatly impressed by the spirit of real dedication and the initiative displayed by those NYPUM workers with whom they came in contact.

The questions covered by the interview form were formulated with measurement of the achievement of the NYPUM goals as their main objective. While they necessarily covered much of the same ground as did the questionnaires, they permitted wider and deeper dimensions of inquiry. For example, they attempted to report on the type of community setting in which the NYPUM operates as regards racial, cultural and economic characteristics; to assess community interest, whether from police, parents, or Honda dealers; to obtain information on local referral sources and on the extent of and reasons for program dropout; and to solicit the views of the NYPUM operator on certain aspects of the NYPUM guidelines. Moreover, the technique of on-site, personal contact introduced a new element -- observation of NYPUM programs at first hand by an impartial and uninvolved observer who could make a general overall rating of them.

The 40 reports which were made on the above visits are displayed in full at Appendix C. A brief tabulation of the general content of these reports appears in Section Three following.

SECTION THREE

THE ANALYSES AND RESULTS

The objectives of the NYPUM program are complex and multi-attributed, each objective consisting of several sub-objectives. For many of these sub-objectives, one might expect that hard objective measures could be found. For example, one could argue that diversion rates could be established as a measure of the sub-objective "increased diversion." Even if this were possible using existing records (which is doubtful), these rates would ignore the fact that many juvenile justice system members intend to refer more youths in the future as a result of the program. This is surely an element of success that should be tapped, by any operational definition of diversion. Each sub-objective thus consists of a myriad of aspects, and each of these is difficult to operationalize.

Concepts such as increased ability to cope with the institutions of society are necessarily vague, as are most of the objectives of the NYPUM program. This does not make them any less useful, but it does create a great amount of difficulty in establishing measures of the objectives. Such measures must be, in many cases, subjective estimates of supposed true measures, or in other cases, simply expressions of personal feelings or opinions. For example, the parents' and youths' opinions are probably the best measures of whether or not their interpersonal relations have improved.

Objections are often raised against the use of subjective estimates in the quantification of an objective or dimension. These objections are for the most part unfounded for the following reasons. (a) Measurement consists of the establishment of a correspondence between an empirical relationship (e.g., ratings of success) and a numerical relationship (e.g., the integers). As long as the correspondence validly represents the empirical relationship, the measurement is sound. (b) The accuracy of measurements is not nearly as important as the usefulness of measurements. One can measure whether a youth's school attendance has improved simply by asking the teacher. One can also keep detailed records of this attendance. The latter measure, although very precise, is probably of little more use than the former, although it is much more difficult to get. These arguments must, of course, be interpreted in the context of the present evaluation program. Since the general approach was one of assessing degrees of effect on multiple dimensions from several points of view, subjective judgments are arguably more valid than contrived "objective" indicators.

Weights and Transformations

The procedures for combining the items of information may be subject to similar questions. The four main objectives of the NYPUM program were originally weighted in terms of their relative importances to the overall success of the program. The ratings were given by NYPUM staff members and NYPUM consultants. These weights were averaged to obtain overall weights for the four dimensions. These weights are listed below:

Dimension I	Positive change in individual behavior such that behavior deviant to society is reduced	47%
Dimension II	Positive change in the nature of the YMCA as a movement giving it more relevance in today's world	26%
Dimension III	Positive change in image of the YMCA	10%
Dimension IV	Positive change in quality of NYPUM program performance	17%
		<u>100%</u>

Objections are often made to averaging to obtain overall weights. These objections are valid when averaging covers up vast differences in weight. For the seven people weighting these dimensions, three had rank orders of 1-2-3-4, three had rank orders of 1-2-4-3, and one had rank order 4-1-2-3. Differences in weights were not large, and averaging was in order. (For further discussion of the appropriateness of averaging, see O'Connor, 1972,* and Slovic and Lichtenstein, 1971.**)

The NYPUM staff was not asked to rate the sub-dimensions. These ratings were made by evaluation staff members who have had extensive experience with youth programs as members of the Youth Studies Center of the University of Southern California.

Each item of the various questionnaires had been created as a measure of one of the sub-dimensions (or in some cases, a measure of more than one sub-dimension). The item responses were often transformed by appropriate manipulations to give a measure of some variable. An example is the pair of questions numbered 11 and 12 in the referral questionnaire. These were combined to

* M. F. O'Connor, "The Application of Multi-Attribute Scaling Procedures to the Development of Indices of Water Quality," unpublished Ph.D. dissertation, University of Michigan, 1972.

** P. Slovic and S. Lichtenstein, "A Comparison of Bayesian and Regression Approaches to the Study of Information Processing and Judgment," Organizational Behavior and Human Performance, Vol. 6, No. 6, 1971.

TABLE 1: IMPORTANCE WEIGHTS USED IN AGGREGATIONS ACROSS POINTS OF VIEW (FOR EACH SUB-OBJECTIVE) AND OVER SUB-OBJECTIVES (FOR EACH MAIN OBJECTIVE)

NYPUM Objective	Points of View					Main Objectives ¹	Main Objective Weights ²
	Youth	Parents	Teacher	Referral Source	NYPUM Operator		
I. Change in Individual Behavior							47
A. Positive self regard	36	40	16	8	-	30	
B. Attitudes to institutions	30	30	20	20	-	40	
C. Reduced deviant behavior	20	-	30	30	20	20	
D. Reduced recidivism	-	-	35	35	30	10	
II. Change Nature of the YMCA							26
A. Community collaboration	20	50	-	-	30	20	
B. Increase referrals	-	10	25	30	35	30	
C. Movement to outreach	-	-	20	30	50	40	
D. Receptiveness to change	-	-	15	25	60	10	
III. Change in Image of YMCA							10
A. Personal attitudes	45	30	5	-	20	40	
B. Institutional attitudes	10	-	40	50	-	30	
C. Media attitudes	-	-	-	-	100	20	
D. Image of motorcycle	-	25	25	25	25	10	
IV. Quality of NYPUM Performance							17
A. Age group served (11-15)	75	-	-	-	25	10	
B. 75% referrals	-	-	10	-	90	18	
C. Small group design	-	-	-	-	100	18	
D. Percent of time non-bike	-	-	-	-	100	18	

TABLE 1 (continued)

NYPUM Objective	Points of View					Main Objectives ¹	Main Objective Weights ²
	Youth	Parents	Teacher	Referral Source	NYPUM Operator		
E. Youth participat'n- dec'ns	70	-	-	-	30	12	
F. Safety	30	20	-	-	50	12	
G. Movement to non-NYPUM	30	30	-	-	40	6	
H. Effect on other programs	-	-	-	-	100	6	

¹ used for main objectives
² used for overall index

ascertain whether or not the youth in question had recidivated since joining NYPUM. Other more complicated measures have been developed, often involving several questions. The resulting transformed items could take on many values, each value reflective of a certain level of achievement on the sub-dimension. The final transformed items were then listed for each questionnaire according to the dimensions they measured. Then, within each questionnaire (e.g., referral source), the items relative to each sub-dimension were rated in terms of relative contribution to that sub-dimension, such that the importance weights summed to 100. After this weighting procedure, the contributions of each questionnaire type (teacher, youth, etc.) to each sub-dimension were rated in terms of relative importance to each sub-dimension. These weights summed to 100 for each sub-dimension. Thus if the teacher received a weight of 20 for Dimension I C, "reduced deviant behavior," then 20 per cent of the total measure for I C was contributed by information from the teacher questionnaire.

Table 1 summarizes the importance weights used in the analysis to aggregate across "Points of View" in order to obtain summary scores for each sub-objective, the importance weights used to aggregate over sub-objectives to obtain summary scores for the main objectives, and the importance weights used for the main objectives in order to obtain an overall "Index of Performance." The blanks in Table 1 indicate that individuals in those positions were not asked questions about those sub-objectives.

The importance weight attached to an item is one of two numbers associated with that item (or transformation of that item). A second number is known as a utility rating, and this number associates with each possible response to the item, a number between 0 and 100. The number reflects the "value" of that response. These utility judgments are made independently of other items. The worst response is always given a value of zero; the best response is always given a value of 100; a neutral response is usually given a value of about 50. The reason for all items having utility ranges between 0 and 100 is that the importance ratings will not be validly represented if they are multiplied by utility numbers that can range over different values. Suppose, for example, we have the following items:

<u>Item #</u>	<u>Importance Weight</u>	<u>Best Utility Value</u>	<u>Worst Utility Value</u>
1	66	100	0
2	33	200	0

From the importance weights, one would assume that Item 1 is twice as important as Item 2. But suppose each response happens to be the best one for each item. Then, if we multiply the utility of the responses by their importance weights and divide each by 100 to keep our overall values between 0 and 100, we have the following:

$$\text{Item 1} \quad \frac{66 \times 100}{100} = 66$$

$$\text{Item 2} \quad \frac{33 \times 200}{100} = 66$$

In other words, the items contribute equally to the overall evaluation, which was not the intended result.

An example of possible utility judgments would be the following judgments of the various responses to Question 21 of the teacher questionnaire:

21. Have the youth's attitudes toward the Juvenile Justice System and the police changed since he joined the NYPUM program?

I don't know	Utility = 9 (a special code implying no data on this question)
No change	Utility = 50 (neutral)
Slightly improved	Utility = 75 (good)
Greatly improved	Utility = 100 (best possible)
Slightly worse	Utility = 25 (bad)
Greatly worse	Utility = 0 (worst possible)

Judgments of this nature were made for all items or transformed combinations of items. To each response given for an item related to a specific sub-objective, the utility appropriate to that response was associated with that item. Then that number was weighted by its relative importance to all other items measuring the sub-objective. These weighted utilities were then added, and the sum was divided by 100 to keep the overall utility value for the sub-objective between 0 and 100. One can thus look at the scores for different Y's, different regions, etc., with respect to a specific sub-objective. Measures of the four main objectives are obtained by adding up the values of the sub-objectives, each appropriately weighted by its importance relative to other sub-objectives of that main objective. One can then compare Y's with respect to achievement of the four main objectives. Finally, the values of the four objectives are weighted by their importance relative to the others, and an overall rating of each Y is obtained. This number will be between 0 and 100, where 0 is the worst possible program and 100 is the best possible program.

Ratings and Overall Performances

In addition to assessments based on responses to questionnaires, each NYPUM visited was rated by the evaluation staff on the degree of achievement on each of the four main NYPUM objectives, as well as given an overall rating. The following scale was used for all ratings:

1	2	3	4	5
Poor	Fair	Average	Good	Excellent

The minimum rating a Y could receive was 1 and the maximum was 5.

These ratings were correlated with the measures of achievement obtained from the questionnaires in order to ascertain the validity of the responses obtained. A YMCA scoring low or high on an interview should also score low or high on the questionnaire analysis. The results of that analysis are given in Table 2.

TABLE 2: CORRELATIONS BETWEEN EVALUATION STAFF RATINGS AND AGGREGATED PERCENTAGE PERFORMANCE INDEXES ON FOUR MAIN OBJECTIVES AND OVERALL PERFORMANCE

		<u>Correlation</u>
Objective I	Change in individual behavior	-.004
Objective II	Change in nature of the YMCA	.536
Objective III	Change in image of YMCA	.417
Objective IV	Quality of NYPUM performance	.399
	SUMMARY INDEX (OVERALL RATING)	.520

Although there is no relationship between the ratings and the performance on the first objective (which is not unexpected, since the raters had few opportunities to observe youngsters in the program), there does appear to be some correspondence between the ratings and the measures on the other three as well as on the overall performance.

Summary of Selected Information from Forty Reports
of On-Site Visits

In addition to the questionnaires sent out to youth, parents, teachers, referral sources, and program operators, special on-site interviews were conducted with the directors of forty projects to provide an independent cross-check on certain information obtained from the questionnaires and to provide more descriptive scope in a narrative impression of program operation. The following pages represent an attempt to extract from these narratives certain information which might be of general interest. The attempt to code the narrative information in categories which could be listed in a brief tabular form naturally presents some problems. Many of the items really require greater interpretation and qualification in order to be precisely comparable with similar information from the different projects. The tables are presented only for convenience to provide a very general overview of some of the information obtained from the interview narratives.

<u>Visit I.D.#</u>	<u>Size of City</u>	<u>Date Started</u>	<u>Date of Visit 1972</u>	<u>Time of Director</u>	<u>Workshop Attendance</u>	<u>Reaction to Training</u>	<u>Outreach Training</u>
1	1,390,164	12/70	6/9	Part	Yes	Positive	Some
2	17,554	10/71	6/13	Part	Yes	Positive	None
3	300,910	10/71	6/9	Part	Yes	Positive	None
4	1,000,000+	8/71	5/23	Part	Yes	Negative	Some
5	1,000,000	10/71	6/1	Part	Yes	Positive	Some
6	38,633	10/71	6/16	Part	Yes	Mixed	Some
7	119,082	7/71	6/6	Full	Yes	Positive	Some
8	100,000-	10/71	5/31	Part	Yes	Mixed	None
9	1,000,000+	10/71	5/23	Part	Yes	Mixed	None
10	4,000,000	10/71	6/13	Full	Yes	Negative	Some
11	33,000	9/71	5/18	Part	Yes	Mixed	None
12	250,000	10/71	5/17	Part	Yes	Mixed	None
13	1,000,000+	11/70	5/30	Part	Yes	Positive	None
14	500,000	11/71	5/25	Full	Yes	Positive	None
15	60,000	10/71	7/12	Part	Yes	Positive	None
16	100,000	7/71	4/15	Full	Yes	Negative	Some
17	250,000+	8/71	5/17	Part	Yes	Mixed	Some
18	800,000	12/70	7/10	Full	Yes	Negative	None
19	500,000	1/72	5/25	Part	Yes	Negative	None
20	2,000,000+	12/70	7/5	Part	Yes	Positive	None
21	100,000+	1/72	5/19	Part	Yes	Negative	Some
22	593,471	1/71	6/5	Full	Yes	Negative	None
23	1,000,000+	9/71	7/6	Full	Yes	Positive	Some
24	1,000,000+	4/71	5/24	Part	Yes	Positive	None
25	300,000	6/71	6/5-6	Part	Yes	Positive	Some
26	100,000+	12/70	5/27	Part	Yes	Positive	None
27	593,471	8/71	6/5	Part	Yes	Negative	None
28	50,000	11/70	5/24	Part	Yes	Positive	None
29	2,000,000	9/71	2/2	Part	Yes	Positive	None
30	1,000,000	9/71	5/26	Part	Yes	Mixed	None
31	100,000+	9/71	4/15	Part	Yes	Positive	Some
32	55-60,000	10/70	8/5	Full	Yes	Positive	Some
33	50,000	9/71	4/23	Part	Yes	Positive	None
34	200,000	2/72	6/27	Part	Yes	Negative	None
35	40,556	10/71	6/14	Part	Yes	Positive	None
36	50,000-	9/71	5/27	Part	None	N/A	None
37	30,000	7/71	7/6	Part	Yes	Negative	None
38	108,033	12/70	6/12	Part	Yes	Positive	Some
39	1,000,000+	8/71	5/25	Part	Yes	Positive	None
40	87,384	9/71	9/29	Full	None	N/A	None

<u>Visit I.D.#</u>	<u>No. of Kids in Program</u>	<u>Waiting List</u>	<u>No. of Bikes</u>	<u>Adequacy of Riding Location</u>	<u>Source of Funds</u>	<u>Adequacy of Funds</u>	<u>Percent Minorities in Community</u>
1	24	No	31	Good	Mixed	Poor	40% & 85%
2	12	No	15	Good	All YMCA	Good	1%
3	28	No	15	Good	No YMCA	Poor	40%
4	32	3	21	Good	All YMCA	Fair	24%
5	47	100+	13	Good	Mixed	Poor	85% & 95%
6	16	No	20	Good	Mixed	Good	2.3%
7	33	115	15	Good	Mixed	Fair	99%
8	52	240	16	Good	Mixed	Poor	17%
9	34	4	18	Good	Mixed	Poor	2%
10	45	Yes	31	Good	No YMCA	Fair	100%
11	12	30	18	Good	Mixed	Good	0%
12	30	No	15	Fair	Mixed	Good	90%
13	37	No	17	N/A	No YMCA	Poor	68%+
14	36	No	18	Fair	Mixed	Poor	62%
15	35	No	15	Fair	Mixed	Poor	10%
16	7	No	15	Good	Mixed	Good	15-20%
17	20	Yes	15	Good	All YMCA	Fair	56.6%
18	35	No	14	Fair	No YMCA	Good	100%
19	32	Yes	18	Good	No YMCA	Fair	55%
20	25	No	27	Fair	Mixed	Good	95%
21	27	Yes	16	Fair	All YMCA	Fair	10%
22	36	96	28	Good	Mixed	Poor	90%
23	100-150	100	44	Good	Mixed	Poor	Varied
24	52	No	21	Good	Mixed	Fair	85%
25	14	No	24	Poor	No YMCA	Fair	Highly Varied
26	22	No	12	Good	Mixed	Poor	4%
27	32	32	10	Good	Mixed	Good	50%
28	55	No	13	Good	Mixed	Poor	20%
29	27	No	20	Good	Mixed	Poor	0%
30	65	15	15	Fair	No YMCA	Poor	.2%
31	60	25	15	Good	Mixed	Good	7%
32	22	8	13	Poor	Mixed	--	10%
33	25	20	15	Good	Mixed	Fair	Some Indian
34	60	No	16	Fair	Mixed	Fair	Small
35	18	No	20	Good	Mixed	Good	20%
36	45	No	15	Good	No YMCA	Poor	7%
37	40-80	No	19	Good	No YMCA	Fair	5%
38	58	No	15	Good	Mixed	Good	18%
39	24	Yes	15	Fair	No YMCA	Good	5%
40	60-70	No	11	Good	Mixed	Poor	12%+

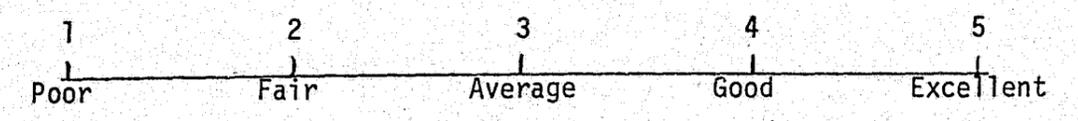
Visit I.D.#	Income Level	Community interest/ acceptance	Police Partic- ipation	Parent Partic- ipation	Community Reaction to Bikes	Use of Outreach	Media Coverage
1	\$5,000	Poor	None	Some	Fair	None	Some
2	\$15-20,000	Good	High	Some	Good	None	Some
3	\$5,000	Good	Some	None	Good	Some	High
4	Upper-low	Fair	None	None	Fair	High	Some
5	Low-middle	Fair	High	Some	Good	High	Some
6	\$4,000	Fair	Some	None	Good	High	High
7	\$3,000-	Good	High	Some	Good	High	High
8	Middle	Good	High	High	Fair	High	Some
9	Low-middle	Poor	None	None	N/A	None	Some
10	Welfare	Good	Some	None	Fair	High	High
11	Middle	Poor	None	None	Good	Some	Some
12	\$8,000	Good	None	High	Good	High	High
13	Low	Good	High	Some	Fair	High	High
14	Low-middle	Poor	Some	None	Fair	None	None
15	\$13-15,000	Good	None	High	Good	None	High
16	\$7-8,000	Poor	None	None	Good	Some	High
17	Low-middle	Good	None	Some	Fair	High	Some
18	\$5,000-	Good	High	Some	Good	None	Some
19	Low-middle	Fair	High	None	Good	None	High
20	Low	Good	Some	Some	Good	High	High
21	Low-middle	Good	High	Some	Fair	High	High
22	\$3,000	Good	None	Some	Good	High	High
23	Varied	Fair	Some	Some	Fair	High	High
24	Low-middle	Fair	High	Some	Good	None	High
25	Low-middle	Good	None	Some	Good	Some	High
26	\$8,000	Good	High	None	Good	Some	High
27	\$8,000	Fair	None	Some	Fair	None	High
28	Middle+	Fair	High	Some	Fair	None	Some
29	Low	Fair	Some	Some	Good	High	Some
30	\$20,000	Poor	High	Some	Fair	High	High
31	Middle	Good	Some	None	Good	High	High
32	Low	Fair	Fair	Fair	Good	None	High
33	\$3-84,000	Good	High	None	Good	Low	High
34	\$12-15,000	Fair	None	Some	Good	None	None
35	\$10,000	Fair	Some	None	Fair	None	High
36	\$3-7,000	Fair	High	None	Good	Some	High
37	Low-high/mid	Good	Some	Some	Good	Some	Some
38	\$8,000	Good	Some	Some	Fair	Some	High
39	\$9,000	Good	High	Some	Fair	Some	High
40	Mid-welfare	Good	High	Good	Good	High	High

Visit I.D.#	Spinoff Programs	Joint Programs	Emphasis on Safety	Seri- ous Acci- dents	Time on Non-Bike Activities	Time on Individual Counseling
1	None	Some	15%, continuous	1	25%	5-10%
2	None	None	15%	0	25%	10%
3	None	None	1 hr/mon., con.	0	15%	2-5%
4	Some	None	1 hour per week	1	25-50%	25%
5	Some	Some	2 hours per week	0	75%	Low
6	Some	Some	5%, continuous	-	65-75%	25-50%
7	Some	None	1¼ hr/wk., con.	0	14 hrs/wk	12 hrs/wk
8	Some	None	Continuous	0	40%	Low
9	None	Some	30% per session	1	3 hrs/wk	Low
10	--	--	Prelim. sessions	0	0%	3 hrs/wk
11	None	Some	Prelim. sessions	2	50%	25%
12	None	Some	30%	1	75%	High
13	Some	Some	High	0	70%	High
14	None	None	----	-	---	10%
15	Some	None	N/A	1	Low	0
16	None	None	20-25%	0	10-15%	Low
17	None	Some	Prelim., cont.	0	N/A	High
18	Some	None	High	0	50%	Low
19	None	Some	10%	0	10%	High
20	None	Some	High	0	75%	Low
21	Some	None	10-15%	0	40%	Low
22	Some	Some	15%, continuous	0	65-75%	20 hrs/wk
23	Some	Some	50%	0	75%	High
24	None	Some	Preliminary	0	Low	High
25	None	Some	Continuous	0	High	High
26	Some	None	2 hours per week	0	30%	2 hrs/wk
27	None	Some	15.5%	-	60%	High
28	None	Some	50%	0	10%	5%
29	Some	None	Continuous	-	Low	N/A
30	None	Some	20%	0	0%	5%
31	None	None	20-25%	0	70%	High
32	None	None	1 hour per month	0	50%	10 hrs/mo
33	Some	Some	25-40%	0	20%	Low
34	None	None	Some	0	Low	Low
35	None	None	20%, continuous	0	1%	10%
36	Some	Some	35%	0	30%	25%
37	Some	None	50%+	-	0%	Low
38	None	Some	20-25%, continuous	1	15-20%	30%
39	--	--	33.3%	2	Some	Low
40	Some	Some	3 meetings/week	-	90%	2 hrs/wk

Visit I.D.#	Youths Role in Decisions	Directors Reaction to 75% Referral	Directors Reaction to 75% Time off Bikes	No. of Dropouts from NYPUM	No. with Police Record	No. on Proba- tion	No. of Referrals from Juv. Jus. Sys.
1	Some	Positive	Negative	6	N/A	N/A	0
2	High	Positive	Negative	6	1	0	4
3	Some	Positive	Positive	4	N/A	15%	14
4	High	Positive	Positive	6	96%	96%	96%
5	High	Positive	Positive	3%	12	4	N/A
6	Some	Positive	Positive	4	4	0	2
7	High	Negative	Positive	0	3	0	3
8	High	Negative	Negative	2	3	1	9
9	Some	Negative	Positive	17	4	4	4
10	Some	Negative	Positive	Many	34	N/A	0
11	High	Positive	Positive	2	4	4	4
12	Some	Positive	Positive	3	8	0	0
13	High	Positive	Positive	Some	11-13	11-13	15
14	High	N/A	--	Some	Some	N/A	N/A
15	High	Negative	Negative	Few	N/A	3	--
16	Some	Positive	Negative	6	13	13	7
17	Some	Positive	Positive	0	20	20	18
18	Some	Negative	Negative	0	10	N/A	5
19	High	Negative	Positive	6	--	--	19
20	None	Positive	Negative	4	6	N/A	7
21	High	Positive	Positive	3	N/A	N/A	0
22	High	Mixed	Positive	1	7	3	1
23	High	Positive	Positive	Some	Varies	Varies	15-40%
24	High	Negative	Positive	1	3	0	0
25	High	Negative	Negative	Many	12	11	Few
26	High	Positive	Positive	N/A	3	1	3
27	Some	Negative	Negative	5	N/A	1	0
28	Some	Negative	Positive	0	7	6	7
29	N/A	N/A	Negative	N/A	50%	N/A	4
30	High	Mixed	Negative	52	N/A	N/A	0
31	Some	Positive	Mixed	3	48	12	42
32	Some	Negative	Negative	9	1	N/A	0
33	Some	Negative	Positive	8	5-6	5-6	9-10
34	Some	Negative	Negative	3	30	N/A	30
35	High	Positive	Mixed	3	2	0	0
36	High	Negative	Negative	0	3	1	1
37	Some	Negative	Negative	0	12	--	12
38	High	Negative	Positive	0	29	20	6
39	High	Negative	Negative	100	0	0	5
40	High	Negative	Positive	17-18	50	9	18

Visit I.D.#	No. of Referrals from School	No. of Referrals from YMCA	No. of Referrals from other Sources	Diversion from JJS	Recidivism since Joining NYPUM	School Improvement	Prior Drug - Alcohol Use
1	24	0	0	Some	N/A	Some	Some
2	12	5	0	Some	None	None	Some
3	8	3	1	Some	1	Some	Some
4	0	0	0	10%	0	Some	Some
5	6	0	0	N/A	3	Some	Some
6	14	0	0	Some	None	Some	None
7	24	0	0	3	0	Some	None
8	0	0	9	6	0	Some	Some
9	--	--	--	None	None	N/A	None
10	0	0	Some	N/A	N/A	N/A	Some
11	9	1	0	Some	None	Some	Some
12	30	0	0	Some	None	Some	None
13	11	0	0	Some	Some	Some	Some
14	Many	--	--	--	--	N/A	N/A
15	--	--	--	--	--	Some	Some
16	0	0	0	Some	Some	Some	Some
17	2	0	0	Some	Some	Some	Some
18	5	0	1%	Some	None	Some	Some
19	0	N/A	N/A	0	3	Some	Some
20	14	0	3	Some	None	None	Some
21	All	0	0	N/A	N/A	Some	Some
22	35	0	0	Some	None	None	Some
23	Varies	N/A	N/A	High	None	High	None
24	21	29	3	0	0	Some	None
25	5	10	1	N/A	N/A	Some	Some
26	12	10	2	N/A	N/A	N/A	Some
27	11	14	6	8	N/A	Some	Some
28	0	Most	Some	7	0	Some	Some
29	18	--	--	Some	N/A	None	Some
30	4	0	23	None	None	N/A	Some
31	12	--	6	Some	Some	Some	Some
32	0	2	9	3	0	Some	None
33	12	1-2	1	Some	None	Some	Some
34	15	0	0	N/A	Some	Some	Some
35	0	3	15	Some	None	None	None
36	10	5	8	3	0	N/A	Some
37	42	--	--	N/A	1	Some	None
38	15	34	4	Some	Some	Some	Some
39	4-5	0	113	0	0	N/A	Some
40	0	25	60-70	Some	None	Some	Some

Visit I.D.#	Reduced Drug - Alcohol Use	Rating on Reducing Deviant Behavior	Rating on Improving YMCA	Rating on Improving Image of YMCA	Rating on Quality of Program Performance	Overall Rating
1	--	4.0	3.0	1.0	4.5	3.1
2	None	2.5	1.5	2.5	3.0	2.4
3	None	2.5	2.0	2.0	3.5	2.5
4	None	4.0	5.0	5.0	5.0	4.8
5	None	3.3	4.0	4.0	4.0	3.8
6	None	4.5	3.0	3.5	5.0	4.0
7	None	4.0	1.5	2.8	3.5	3.0
8	None	4.0	5.0	3.3	4.6	4.2
9	None	1.0	3.0	3.0	2.0	2.3
10	None	3.5	5.0	N/A	4.0	4.2
11	None	1.8	2.7	2.7	2.5	2.4
12	None	5.0	5.0	5.0	4.8	5.0
13	Some	4.0	4.5	4.5	4.6	4.4
14	N/A	1.0	3.0	1.0	2.0	1.8
15	--	2.7	2.7	3.0	3.0	2.9
16	None	1.8	1.2	1.5	2.9	1.9
17	Some	4.7	5.0	5.0	5.0	4.9
18	None	3.4	3.0	3.3	3.0	3.2
19	Some	4.0	4.0	4.0	5.0	4.3
20	--	3.0	4.0	5.0	3.7	3.9
21	Some	3.5	4.6	4.5	4.5	4.3
22	Some	4.4	5.0	5.0	4.5	4.7
23	None	4.0	4.8	3.5	4.0	4.1
24	None	3.0	4.0	4.0	3.0	4.0
25	N/A	4.0	4.5	4.5	3.5	4.1
26	None	3.0	2.0	3.0	2.0	3.0
27	Some	2.5	1.5	2.0	2.0	2.0
28	None	2.0	3.0	4.0	5.0	3.5
29	Some	2.0	3.3	2.0	3.0	2.6
30	None	3.0	1.0	2.0	2.0	2.0
31	--	4.0	5.0	4.0	4.3	4.3
32	None	1.5	1.5	1.5	2.0	1.6
33	--	3.2	5.0	3.7	3.8	3.9
34	N/A	3.0	2.5	1.0	3.0	2.4
35	None	3.8	2.0	2.5	2.0	2.6
36	--	3.0	2.0	2.0	3.0	2.5
37	None	2.0	1.5	2.0	2.5	2.0
38	Some	4.0	3.5	4.0	4.5	4.0
39	None	3.0	2.0	3.0	2.0	2.5
40	--	4.0	4.5	4.0	3.0	3.7



The Questionnaire Results

In general, then, the individual items were assigned utility functions which gave a score of 50 when the response indicated no change, of 100 when the response indicated the maximum plausible improvement or performance, and a score of 0 when the response suggested that the effects of the program were negative. The resulting "percentage of indexes of performance" for sub-objectives and main objectives, based on these transformed responses, can be interpreted in the same way, since the weights for individual items comprising responses to a sub-objective were also normalized to total 100. Each of the numbers on the same NYPUM program printout can be so interpreted (Table 3).

For purposes of providing diagnostic feedback to each of the programs on which data were available, a printout of this kind was generated for each NYPUM program, and in one sense these provide the detailed evaluation and assessment of the performance of the national project. This level of detail, however, is impossible to comprehend in its entirety. Another way of looking at the overall performance of the national program is to examine the average performance on each of the objectives and sub-objectives from different points of view. Table 4 presents the mean "Indexes of Performance" on each objective and sub-objective, from each of the points of view. The numbers in parentheses beside the means are the numbers of NYPUM programs from which data were available for that objective and from that point of view. Bearing in mind the limitations that must be placed on any interpretation based on incomplete data, a number of observations can be made about the overall effects of the NYPUM program during this first year.

The "Overall Weighted Utility" row summarizes the judgments of the respondents with respect to the program, and the entry under "Summary Index" is a percentage score that represents a measure of the overall performance of the National program (sometimes called a "super number" since it summarizes all that is known about a program). Two things can be said about this number:

1. The National NYPUM program is effective and is accomplishing its objectives according to a number of observers and participants;
2. There is room for improvement.

These two statements by themselves are perhaps as helpful to the operation of the program as the super number would be by itself. Fifty-six percent of the maximum plausible level of achievement is a respectable accomplishment of any complex program. Knowing this helps little in guiding future program training and assistance emphases.

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TABLE 3: SAMPLE PRINTOUT OF AN INDIVIDUAL NYPUM PERFORMANCE
RECORD NAME AND ADDRESS OF NYPUM PROGRAM

PERCENTAGE INDEXES OF PERFORMANCE

POINT OF VIEW AND NUMBER OF RESPONDENTS

NYPUM OBJECTIVE	POINT OF VIEW AND NUMBER OF RESPONDENTS					SUMMARY INDEX
	YOUTH(NN)	PARENTS(NN)	TEACHER(NN)	REFERRAL SOURCE(NN)	NYPUM OPERATOR	
I CHANGE IN INDIVIDUAL BEHAVIOR	67.8 (8)	70.6 (8)	50.0 (8)	50.3 (7)	82.5	59.6
A POSITIVE SELF REGARD	79.2 (8)	68.0 (8)	73.7 (8)	82.1 (7)	0.0	74.7
B ATTITUDES TO INSTITUTIONS	60.6 (8)	72.6 (8)	47.7 (8)	41.4 (7)	0.0	57.8
C REDUCED DEVIANT BEHAVIOR	65.2 (8)	0.0 (0)	32.7 (8)	36.1 (7)	76.2	48.9
D REDUCED RECIDIVISM	0.0 (0)	0.0 (0)	22.6 (8)	18.7 (7)	95.0	42.9
II CHANGE NATURE OF THE YMCA	75.0 (8)	25.3 (8)	65.3 (8)	55.4 (8)	31.4	44.1
A COMMUNITY COLLABORATION	75.0 (8)	18.3 (8)	0.0 (0)	0.0 (0)	48.9	38.8
B INCREASE REFERRALS	0.0 (0)	30.0 (8)	79.6 (8)	59.0 (8)	25.4	50.5
C MOVEMENT TO OUTREACH	0.0 (0)	0.0 (0)	57.6 (8)	58.0 (7)	15.0	36.4
D RECEPTIVENESS TO CHANGE	0.0 (0)	0.0 (0)	52.9 (8)	34.0 (7)	80.2	66.4
III CHANGE IN IMAGE OF YMCA	62.2 (8)	53.1 (8)	52.1 (8)	30.0 (8)	40.7	53.1
A PERSONAL ATTITUDES	71.4 (8)	57.0 (8)	33.8 (8)	0.0 (0)	44.3	61.1
B INSTITUTIONAL ATTITUDES	50.0 (8)	0.0 (0)	67.9 (7)	6.7 (8)	0.0	41.6
C MEDIA ATTITUDES	0.0 (0)	0.0 (0)	0.0 (0)	0.0 (0)	54.0	54.0
D IMAGE OF MOTORCYCLE	0.0 (0)	37.5 (8)	78.1 (8)	100.0 (7)	0.0	53.9
IV QUALITY OF NYPUM PERFORMANCE	76.7 (8)	79.2 (8)	29.6 (7)	0.0 (0)	52.3	55.6
A AGE GROUP SERVED (11-15)	87.5 (8)	0.0 (0)	0.0 (0)	0.0 (0)	70.0	83.1
B 75% REFERRALS	0.0 (0)	0.0 (0)	28.6 (7)	0.0 (0)	24.5	24.5
C SMALL GROUP DESIGN	0.0 (0)	0.0 (0)	9.0 (0)	0.0 (0)	52.0	52.0
D PERCENT OF TIME NON-BIKE	0.0 (0)	0.0 (0)	0.0 (0)	0.0 (0)	53.3	53.3
E YOUTH PARTICIPAT'N-DEC'NS	68.0 (5)	0.0 (0)	0.0 (0)	0.0 (0)	66.7	67.5
F SAFETY	86.3 (8)	100.0 (8)	0.0 (0)	0.0 (0)	28.0	59.9
G MOVEMENT TO NON-NYPUM	57.1 (7)	37.5 (8)	0.0 (0)	0.0 (0)	100.0	68.4
H EFFECT ON OTHER PROGRAMS	0.0 (0)	0.0 (0)	0.0 (0)	0.0 (0)	75.0	76.0
OVERALL WEIGHTED UTILITY	70.6 (8)	58.5 (8)	50.5 (8)	49.4 (8)	59.9	54.3

TABLE 4: PERCENTAGE INDEXES OF PERFORMANCE
POINT OF VIEW AND NUMBER OF RESPONDENTS

NYPUM Objective	Youth (NN)	Parents (NN)	Teacher (NN)	Referral Source (NN)	NYPUM Operator	Summary Index
I. Change in Individual Behavior	65.37 (57)	69.54 (54)	41.13 (33)	57.54 (31)	82.41 (40)	62.66 (60)
A. Positive self regard	80.23 (57)	68.76 (54)	65.26 (33)	73.84 (31)		73.42 (58)
B. Attitudes to institutions	57.88 (57)	70.12 (54)	32.44 (32)	54.09 (31)		58.13 (58)
C. Reduced deviant behavior	58.05 (57)		30.80 (33)	48.11 (31)	77.25 (40)	55.12 (59)
D. Reduced recidivism			24.16 (33)	41.27 (31)	92.72 (40)	59.98 (54)
II. Change in Nature of the YMCA	62.78 (57)	21.78 (54)	56.18 (33)	71.07 (31)	37.80 (40)	42.19 (60)
A. Community collaboration	62.78 (57)	6.92 (34)			51.63 (40)	31.09 (60)
B. Increase referrals		31.69 (54)	72.74 (33)	62.01 (31)	41.56 (40)	48.91 (58)
C. Movement to outreach			47.71 (33)	84.76 (31)	21.10 (39)	41.43 (53)
D. Receptiveness to change			40.38 (33)	43.52 (31)	63.14 (39)	53.33 (54)
III. Change in Image of YMCA	58.78 (57)	50.85 (54)	46.85 (33)	36.40 (31)	64.42 (40)	55.79 (60)
A. Personal attitudes	78.95 (57)	54.67 (54)	26.11 (33)		65.91 (40)	67.60 (60)
B. Institutional attitudes	31.87 (47)		68.59 (30)	16.51 (31)		36.02 (57)
C. Media attitudes					60.68 (40)	60.68 (40)
D. Image of motorcycle		35.57 (54)	76.63 (33)	96.06 (31)	73.92 (38)	61.61 (58)
IV. Quality of NYPUM Performance	76.24 (57)	68.12 (53)	18.73 (23)		54.42 (40)	61.56 (60)
A. Age group served (11-15)	90.30 (57)				93.55 (40)	91.13 (59)
B. 75% referrals			18.73 (23)		39.05 (40)	39.05 (40)
C. Small group design					43.48 (40)	43.48 (40)
D. Percent of time non-bike					49.84 (37)	49.84 (37)
E. Youth participat'n-dec'ns	78.40 (57)				88.33 (40)	80.65 (59)
F. Safety	84.97 (57)	92.97 (53)			35.03 (40)	68.63 (60)
G. Movement to non-NYPUM	31.02 (47)	21.85 (34)			54.05 (40)	33.86 (60)
H. Effect on other programs					51.27 (38)	51.27 (38)
OVERALL WEIGHTED UTILITY	65.89 (57)	55.01 (54)	41.81 (33)	59.23 (31)	64.25 (40)	56.46 (60)

The remaining numbers on Table 4 provide information which can be helpful for this purpose. For example, for both youngsters and their parents, on the average, the level of achievement on the sub-objective "movement to non-NYPUM programs" is relatively low (31 and 21 percent respectively). This could be attributable to the newness of the program (few youngsters had an opportunity during this first year to "move" to non-NYPUM programs), a lack of emphasis on the part of the National Training program, difficulties of implementing this objective at the local level, or a reluctance on the part of NYPUM directors to encourage youngsters to leave their program for others. Whatever the reason (and it may well differ for different NYPUMS), if this continues to be an important objective of the National NYPUM program, a specific diagnostic bit of information has been provided by this approach to evaluation which will give some insight into ways in which it could be achieved. (This is one of the objectives, incidentally, which has a low mean score but a very high variance -- that is, there are pronounced differences among local NYPUMS with respect to their achievement on this objective.)

Since the primary purpose of developing a program which employs mini-bikes is to attract youngsters in the 11 to 15 age group, it is not surprising to find that, as a group, they show the greatest enthusiasm for the program. In order of overall approval of the NYPUM program, youths ranked first, followed by NYPUM operators, referral sources, parents and teachers. Only the overall score for teachers falls below the 50 per cent mark.

Of particular interest to general readers or those concerned with NYPUM as a delinquency prevention program are the responses in respect to the first objective of achieving a change in individual behavior. The clearest success, from the point of view of all respondents reporting, was in improving the self-regard of the youth in the program. Even teachers scoring the program low in other respects apparently perceive the program as successful on this criterion.

Success in improving the attitudes of youngsters toward community institutions and authorities is rated quite high by parents and above average by the youths and the referral sources. The relatively low rating of teachers on this and the following two criteria suggests the need for further analysis to determine whether their judgments reflect some failing in the program or speak to the issue of improving attitudes and performance of the youths in school, which may well constitute a fundamentally more challenging task than improving attitudes and behavior in respect to the law.

In regard to the very high scores reported by NYPUM operators on the critical criteria of reducing deviant behavior and recidivism, it will be of interest to examine correlations with those items

which suggest how familiar the operators are with the kids in their programs. Parents were not asked to report on the delinquent behavior of their children, and youngsters were only asked questions about whether they or other kids in the program were getting in more or less trouble since joining NYPUM. The questions were not meant to elicit sufficient detail to draw a clear distinction between reduced delinquency and reduced recidivism, so all youth responses were averaged in category "C" (reduced deviant behavior) leaving category "D" (reduced recidivism) blank. Ethical and legal considerations preclude asking youngsters for information relating to the nature and dates of prior delinquent acts (changes in seriousness and frequency are essential to defining recidivism), and it was thought impractical to attempt defining the distinction between delinquency and recidivism in the questionnaires for this age group in order to secure general judgments.

The reaction of the referral sources, which include police, probation and court officials, is of particular interest. In the long run, it is the opinion of this group which will make or break a NYPUM project as an effective community delinquency prevention program. Although the overall average for this group is above the 50 per cent mark, the ratings on the specific objectives of delinquency and recidivism reduction are slightly below the 50 per cent mark. Since most of the projects were just starting up during the first year of operation, it might be expected that these professionals would tend to be conservative in their judgments of success on the more difficult criteria. It is interesting to note, however, that the judgments of success on these criteria are bracketed by both higher and lower judgments of success on other criteria, which tends to suggest that while the ratings in respect to delinquency and recidivism reduction are not high, neither do they represent a sort of "courtesy" maximum.

Finally, it is a clear recommendation that if the NYPUM projects are doing as well in respect to delinquency and recidivism reduction as the kids in the program and the program operators believe, (and both are, of course, closer to what is happening on a day-to-day basis) they should make a concentrated effort to present their case to the police, probation, and court referral sources who are so decisive to the ultimate effectiveness of the program.

Differences among NYPUMS and Points of View

Another way of examining overall levels of achievement on different objectives is illustrated in Figures 1 and 2, where the distributions of scores obtained by individual NYPUM programs on the different main objectives (Figure 1) and from different points of view (Figure 2) are displayed. While there is no best way of presenting the data describing the performance of the National program, these distributions perhaps come closer to describing

FIGURE 1
 PERCENTAGE FREQUENCY DISTRIBUTIONS OF HYPUM PROGRAMS
 ON
 FOUR MAIN OBJECTIVES AND OVERALL PERFORMANCE

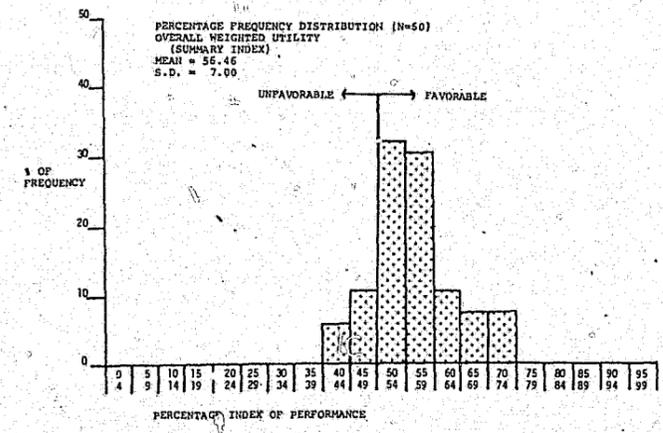
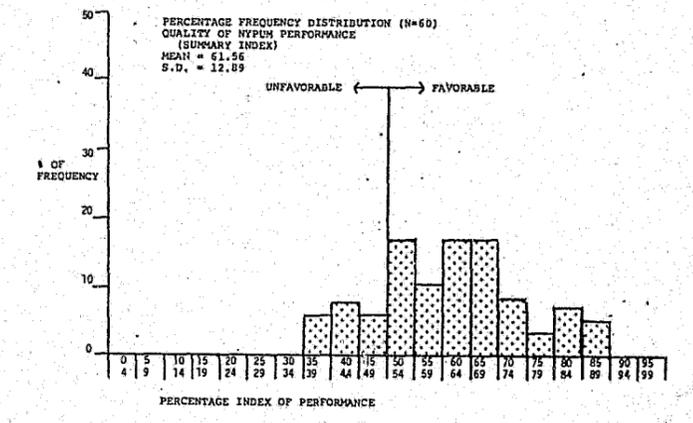
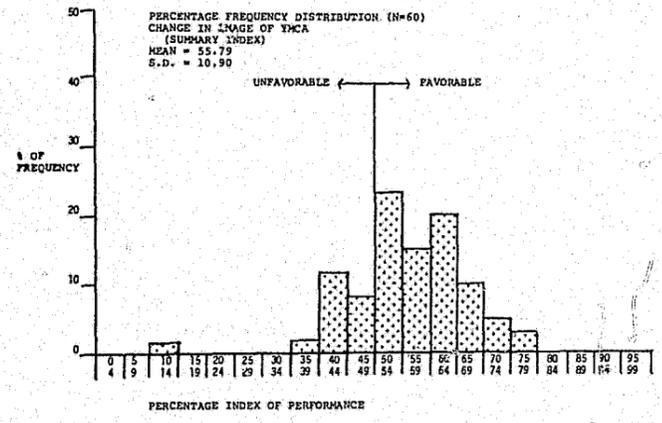
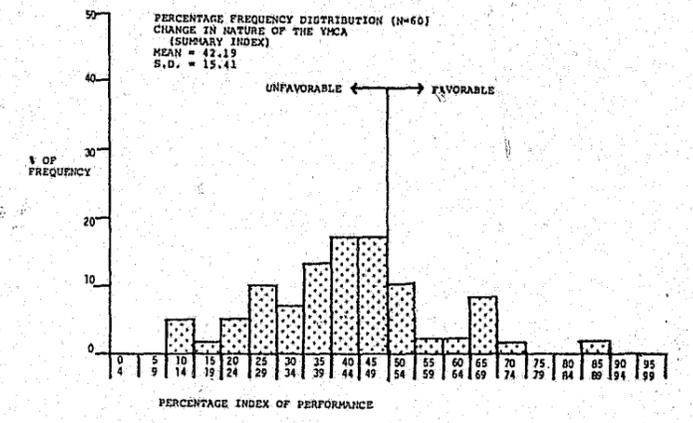
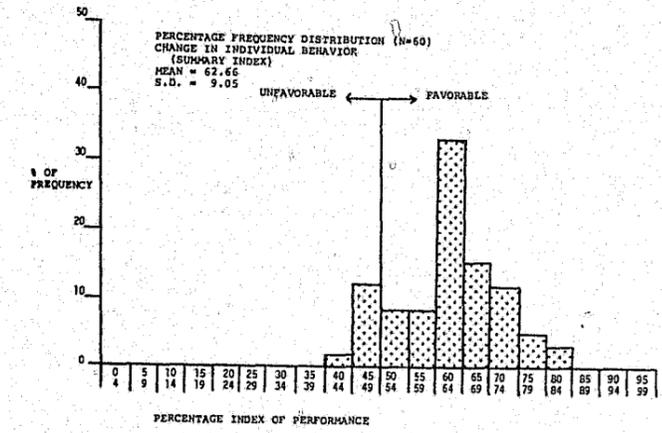
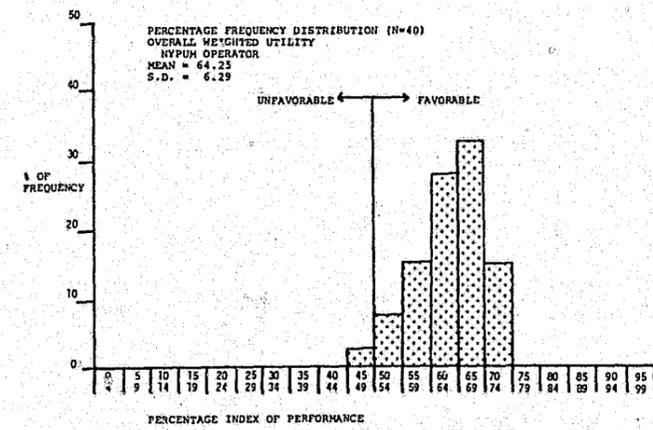
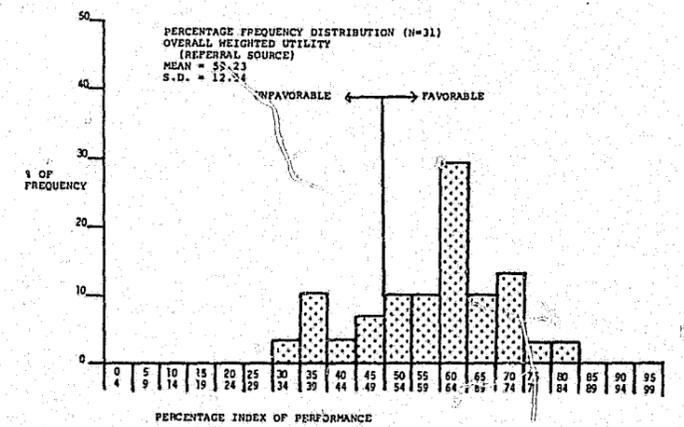
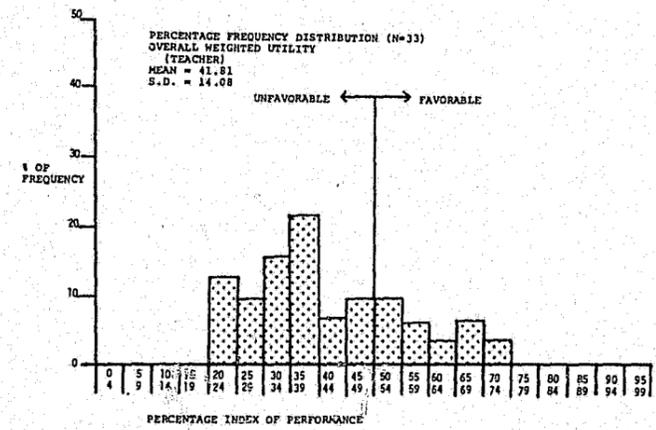
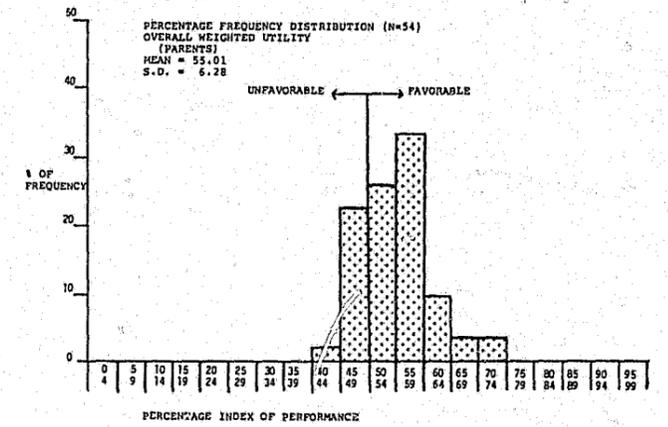
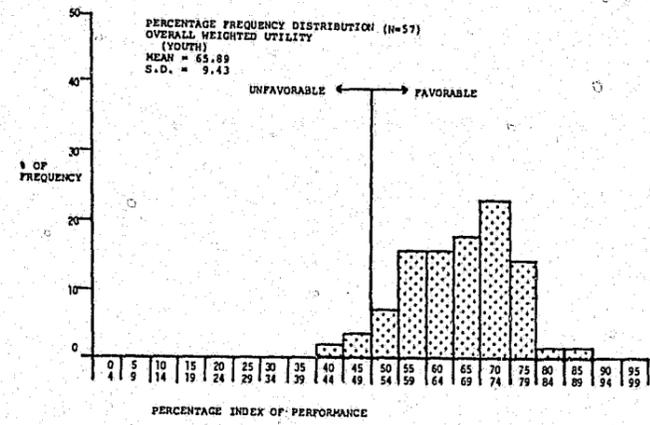


FIGURE 2
 PERCENTAGE FREQUENCY DISTRIBUTIONS OF NYPUM PROGRAMS
 ON
 OVERALL PERFORMANCE FROM FIVE POINTS OF VIEW



what has "really" happened during this first year than do the means of Table 3. The objective "change in nature of the YMCA," although it has the lowest mean, also has the highest variance or spread. This suggests, for example, that there are programs which have achieved very well on this objective (over 25 per cent have scores above 50 per cent), and if the National program is to improve during this coming year, it might well examine the differences between these 25 per cent and the others. Similarly, teachers obtain the lowest mean of all the points of view and, as in the case of the main objectives, also have the highest variance. These two examples were selected, not to emphasize the program's shortcomings, but to point up the fact that where there are shortcomings, there is also evidence of high levels of achievement in some programs, which can serve as guides to improvement in the others.

Differences among Objectives

One final way of looking at the results of the evaluation, with a view to providing specific recommendations for the Training and Assistance activities, is presented in Table 5.

In this table, the sub-objectives, or the criteria of achievement of the main objectives, are organized according to the overall mean and variance scores obtained. Criteria with high means can be said, loosely, to have been successfully attained; those with low means, with less success. Criteria with low variances can be said to have been attained relatively uniformly; those with high variances, to have been achieved to varying degrees in different programs.

The eight criteria listed in the high mean/low variance cell of Table 5 can be said to have been relatively successfully achieved and, with a fair degree of uniformity, in the various NYPUM programs around the country. These are, if you like, the signals of success, and the fact that three of them are criteria for the most important main objective, "change in individual behavior," suggests that the program is, in this grand view, achieving success.

The three criteria in the high mean/low variance cell can also be said to be indicators of success, generally, but are variably achieved in different NYPUMS. Some programs are not doing as well as are the majority on these criteria and could be given special attention. An obverse interpretation could be made of the six criteria in the low mean/high variance cell. Some programs are doing well on these criteria and could provide guidance for the majority which appear to be falling short on these objectives. The last cell, in which the three criteria with low means and low variances are listed, could be interpreted

TABLE 5: SUB-OBJECTIVES GROUPED ACCORDING TO THEIR MEANS AND VARIANCES ON PERCENTAGE INDEXES OF PERFORMANCE

		<u>Variance of the Sub-Objective</u>	
		High	Low
<u>Means of Sub-Objective</u>	Low	II.B. Increase referrals II.C. Movement to outreach III.B. Institutional attitudes IV.D. % of time non-bike IV.G. Movement to non-NYPUM IV.H. Effect on other programs	II.A. Community collaboration IV.B. 75% referrals IV.C. Small group design
	High	I.D. Reduced recidivism II.D. Receptiveness to change III.C. Media attitudes	I.A. Positive self-regard I.B. Attitudes to institutions I.C. Reduced deviant behavior III.A. Personal attitudes III.D. Image of the motorcycle IV.A. Age group served (11-15) IV.E. Youth participation in decisions IV.F. Safety

as providing evidence of those areas of the total NYPUM program in which increased effort on the National level would be warranted. These are objectives that are not being achieved particularly well in any of the NYPUM programs reporting. There could be, as with the other objectives, many reasons for this relative failure, but since it appears to be nation-wide, it suggests that attention should be given either to rethinking these objectives, or to the training by which they are communicated to local NYPUM directors, or to the procedures by which attempts have been made to implement them.

These rather gross interpretations are not intended as substitutes for the detailed NYPUM-by-NYPUM reports on these same objectives, which constitute the heart of the evaluation so far as future recommendations are concerned. They are merely ways of summarizing verbally the information implicit in the distributions and mean scores presented in the tables and charts. The usefulness of the evaluation will only be apparent as the individual programs review their performance in comparison with other programs in order to identify their own strengths and weaknesses; to make changes in program emphasis and procedures designed to upgrade those aspects of the program which are weak; and to reinforce those aspects in which superior performance has been demonstrated during the first year.

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CHAPTER VIII

SUMMARY AND OBSERVATION

At the end of Funding Year I, the NYPUM project has achieved each of the major goals of NYPUM. Four District Centers are now operating in Akron, Atlanta, Dallas, and Los Angeles. They are staffed by experienced NYPUM directors. One hundred and forty nine (149) new NYPUMS have been started. Each local NYPUM had to show specific evidence of genuine collaboration with two or more community agencies such as the police, juvenile courts, probation, local businesses and the schools. One hundred and seventy-five (175) such collaborations are happening now. Six hundred and seventy-three (673) local YMCA and other youth agency leaders were trained in eighteen (18) workshops. Over 70 per cent of the youth participants are referrals from courts, probation, schools, social workers and the police.

The original twenty-six (26) NYPUMS in the Field Testing project were not trained, so we are now up-dating their training. This has been most difficult since they already have the mini-bikes. This group is included in the trainee count.

At the end of the first year - September 1, 1972 - there are 175 local NYPUMS enrolling some 7,474 youth, of whom the majority are referral youth. This means that in over hundreds of communities and cities throughout the nation, the YMCA's are using, or starting to use, outreach techniques and methods to combat juvenile delinquency and are working on changing the conditions which foster alienation, delinquency and crime. This is good. There is still a more difficult and needed job to be achieved -- TO ACHIEVE THE OBJECTIVES OF NYPUM.

Purposely, we have forced local NYPUMS to keep the volume of youth to a small group program so that the relationship between the NYPUM leader and youth is not greater than one to fifteen youth. Outreach work means a twenty-four hour relationship. NYPUM could easily enroll a huge volume of youth if it were a recreational or just safety training project. To work with a referral youth so that his ego strength and his ability to cope with the pressures of his real world are enhanced to the point of his staying out of the juvenile justice system requires intensive personal and group relationships.

To start local NYPUM programs is quick and easy. The hard work is to sustain and assist the local NYPUMS to achieve their objectives if real impact in each community is to be made. This is the main thrust for FY-2.

Providing the kinds of needed technical assistance, additional training and opportunities to share successful models operating around the nation to each ongoing NYPUM would insure the fact that the entire community concerned with troubled youth will change its traditional behavior and stance to a more functional and relevant way of dealing with these youth. Collaboration will become the way of life for each given community. Diversion will become a reality and an ongoing way of dealing with referral youth. If this is happening in 175 cities and communities this year, the idea can become contagious and, hopefully, spread in other than NYPUM relationships in behalf of troubled youth. This can have a healthy impact and influence on the total juvenile justice system, the communities in hundreds of cities across the nation, and will enhance the relevancy of youth-serving organizations throughout the land.

To date we have used less than one third of the Honda gift of 10,000 mini-bikes. The potential of achieving NYPUM goals in different segments of our youth society is tremendous. We have just begun to scratch the surface.

Some of the exciting spinoffs are:

- (1) The U.S. Navy bases are interested in NYPUM to deal with delinquency problems on military installations. A successful parent-involved pilot demonstration is now being operated at Davisville, Rhode Island.
- (2) Several state and county institutions for boys are asking for NYPUM with emphasis on older boys (above 11-15 years) for vocational training as an added spinoff.
- (3) Boys Club of America, Girl Scouts, Youth for Christ, 4-H Clubs, and many others have inquired and want to be involved with NYPUM.
- (4) The Dallas Police Chief, Frank Dyson, and Dallas Mayor, Wes Wise, are collaborating on a documentary film about Moorland YMCA NYPUM and police involvement in Dallas.
- (5) On the international scene, the Australian, Canadian, English and Japanese national YMCA movements have asked our assistance in starting similar NYPUM projects.

We are going into FY-2 with eager anticipation and greater commitment to achieve NYPUM objectives. NYPUM was refunded for \$712,515 on a total proposal budget of \$1,109,515, starting September 2, 1972 - September 1, 1973.

END