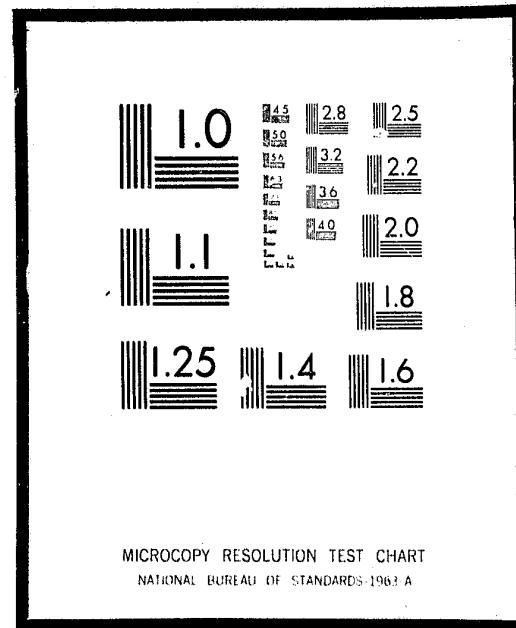


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**U.S. DEPARTMENT OF JUSTICE
LAW ENFORCEMENT ASSISTANCE ADMINISTRATION
NATIONAL CRIMINAL JUSTICE REFERENCE SERVICE
WASHINGTON, D.C. 20531**

Date filmed, 8/3/76

CLEVELAND IMPACT CITIES PROGRAM

DIVERSION AND REHABILITATION
OPERATING PROGRAM

YOUTH NEIGHBORHOOD COORDINATORS PROJECT

FINAL EVALUATION REPORT

June 1975

NCJRS

JUN 17 1975

ACQUISITION

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SECTION I
INTRODUCTION AND BACKGROUND

1.1 OPERATING PROGRAM OVERVIEW

The Cleveland IMPACT Cities Program is an intensive planning and action effort designed to reduce the incidence of stranger-to-stranger* and burglary in the City by five percent in two years and 20 percent in five years. Underlying the IMPACT program is the basic assumption that specific crimes and the people who commit them constitute the problem to be addressed. As a consequence, program and project development has been based upon an analysis of local crime, offender background, demographic and environmental data within specific target areas of the City. Application of this approach resulted in a program structure containing five major Operating Programs: Addiction Treatment; Employment; Diversion and Rehabilitation; Deterrence, Detection, and Apprehension; and Adjudication. Figure 1-1 displays the program structure.

The Diversion and Rehabilitation Operating Program was established to minimize the desire to commit crimes, its sublevel goal under the IMPACT Cities Program. The 18 projects under this program may be categorized as those dealing with pre-delinquent and delinquent youth problems and those dealing with the reintegration of offenders into the community. The scope of this evaluation is restricted to the Youth Neighborhood Coordinators

*Stranger-to-stranger crimes are homicides, rapes, aggravated assaults, and robberies, as defined by the FBI's Uniform Crime Reporting standards when such crimes do not occur among relatives, friends, or persons well known to each other.

ULTIMATE GOAL

SUB-LEVEL PROGRAM GOALS

OPERATING PROGRAMS

PROJECTS AND/OR ACTIVITIES

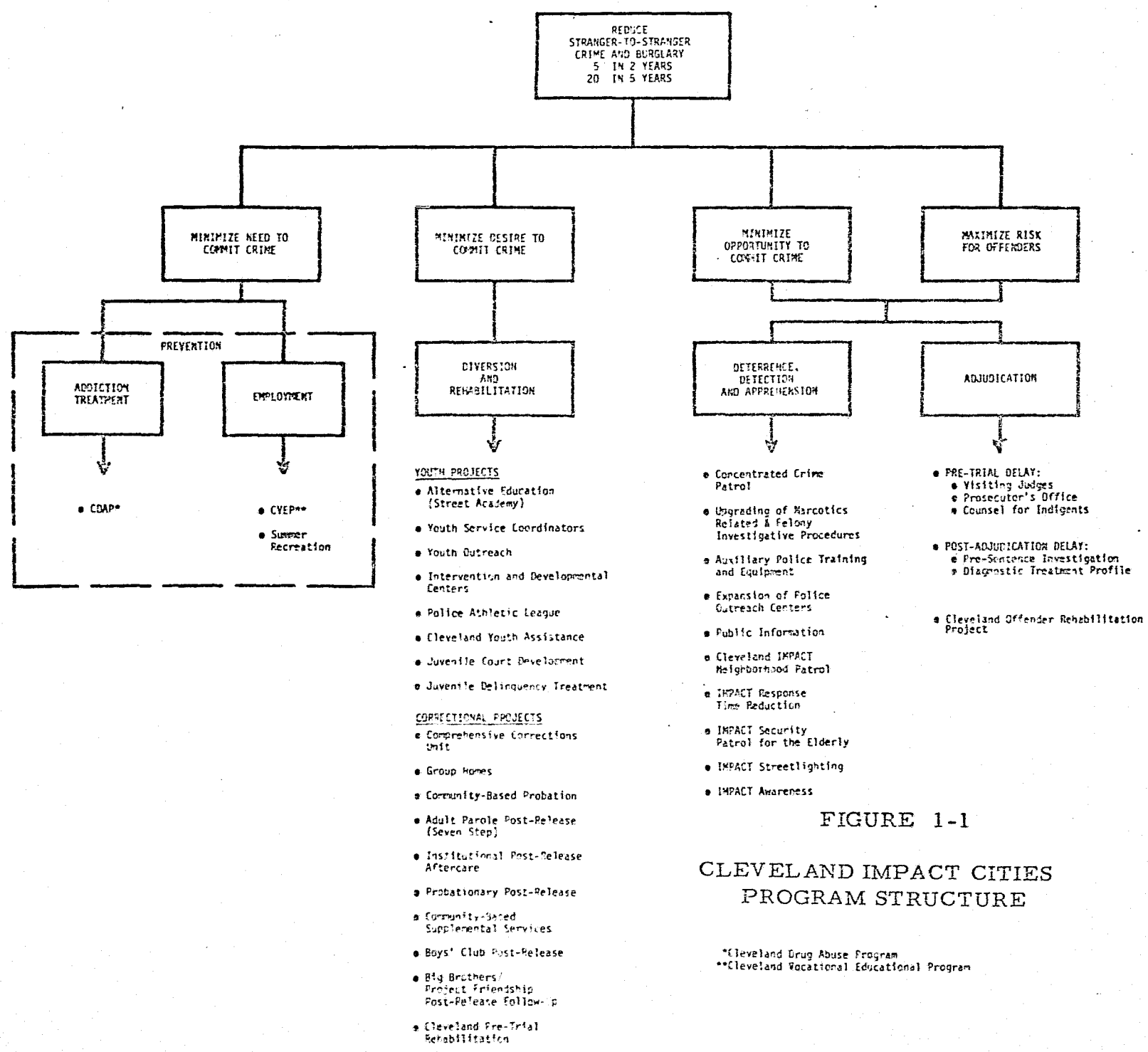


FIGURE 1-1

CLEVELAND IMPACT CITIES PROGRAM STRUCTURE

*Cleveland Drug Abuse Program
**Cleveland Vocational Educational Program

(YNC) Project, one of the projects in this operating program designed to coordinate and systematize services delivered to delinquent and pre-delinquent youth in the Cleveland area.

1.2 PROJECT OVERVIEW

This report is the final evaluation of the YNC project's performance during IMPACT funding, which was awarded on February 15, 1973, for a period of 12 months. Due to the time required to staff the project, operations did not get underway until May and June 1973. The start-up delay resulted in the submission of a Grant Adjustment Notice (GAN) to the Law Enforcement Assistance Administration (LEAA) Regional Office in Chicago requesting extension of the grant period to May 14, 1974, to allow sufficient time to expend all project funds. Despite the extension, which was approved by LEAA, a considerable amount of funds was left unspent as of the end of the extension period and the project requested and received another extension for an additional seven months. This second extension resulted in a project termination date of December 14, 1974, and in a reprogramming of some funds to another IMPACT project. The project requested and received its third, and final, extension in late 1974 to continue operations under IMPACT funding until January 31, 1975. Thus, the project had a total life span of nearly 24 months under IMPACT funding -- from February 15, 1973 to January 31, 1975.

The YNC project was established to assist Cleveland area youth

service agencies in delivering existing services to and meeting unmet service needs of delinquent and potentially delinquent youth. As indicated in the project grant application, the numerous youth service agencies in the area operated independently of one another, resulting in fragmented service delivery to youth, with service gaps or duplications in many areas. This project proposed to address the problem by providing Youth Coordinators in the areas defined as the nine Regional Planning Commission Cleveland Social Planning Areas (SPAs). * (Refer to Figure 1-2). These staff were to coordinate the service efforts of more than 200 youth-serving agencies working in the City of Cleveland. These agencies and their locations are shown in Appendix A.

The objectives which the project originally proposed and the methods which were to be used to accomplish the objectives are summarized in Table 1-1. These objectives were modified for the project's extension period during 1974. Project operations were expanded to include assistance in the implementation of the 1974 Cleveland Summer Youth Employment Program and establishment of job banks in each SPA. Five specific tasks were outlined for the extension period. These are:

- 1) Establishment of a Citizens' Advisory Board in each SPA,
- 2) Assistance in the development of Summer Youth Plans for each SPA,
- 3) Assistance in the implementation of the 1974 Cleveland Youth Summer Employment Program,

*These areas are Central, Collinwood, Far West and Southwest, Glenville, Hough, Kinsman, Near West Side, Southeast, and Tremont.

CITY OF CLEVELAND

LEGEND:

- I Central
- II Collinwood
- III Far West and Southwest
- IV Glenville
- V Hough
- VI Kinsman
- VII Near West
- VIII Southwest
- IX Tremont

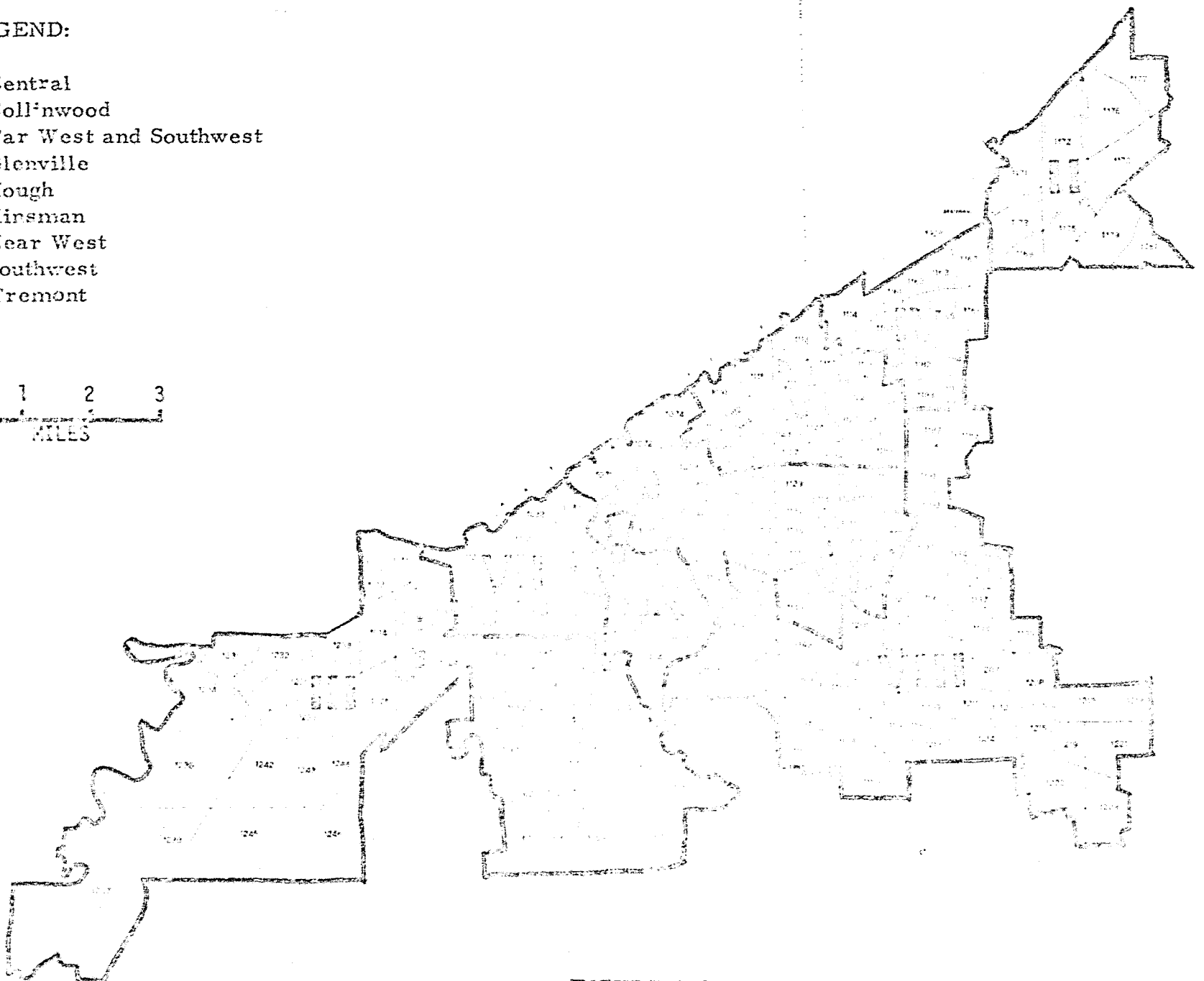


FIGURE 1-2

REGIONAL PLANNING COMMISSION SOCIAL PLANNING AREAS

TABLE 1-1

YOUTH NEIGHBORHOOD COORDINATORS PROJECT
OBJECTIVES AND METHODS

OBJECTIVES	METHODS
<ul style="list-style-type: none"> • Improvement of relationship among youth-serving agencies of Cleveland. 	<ul style="list-style-type: none"> ○ Hire Youth Coordinators to coordinate activities of youth-serving agencies in the nine SPAs of Cleveland; organize a citizens' advisory board in each SPA.
<ul style="list-style-type: none"> • Improvement of identification of youth's needs and service delivery to youth. 	<ul style="list-style-type: none"> ○ Identify gaps in service delivery to youth; identify duplication of youth services.
<ul style="list-style-type: none"> • Improvement in development of new and innovative activities/ programs. 	<ul style="list-style-type: none"> ○ Organize service efforts of agencies to develop or expand activities/ programs to eliminate or reduce service gaps or duplication.
<ul style="list-style-type: none"> • Improvement of service programming for youth. 	<ul style="list-style-type: none"> ○ Assist agencies to coordinate efforts in seeking funds to expand services for delinquent and potentially delinquent youth.

- 4) Assistance in the development of federal grant program plans and contracts, and
- 5) Development and implementation of a youth offender data base.

The following section presents an analysis of project performance in accordance with these tasks during the 1974 funding period.

SECTION II
EVALUATION AND DISCUSSION

2.1 EVALUATION APPROACH

The 1972 MASTER PLAN proposed implementation of the Performance Management System (PMS) approach for the overall planning and evaluation of the Cleveland IMPACT Cities Program. As a planning, evaluation, and management tool, PMS is a method designed to permit rigorous measurement of program effectiveness in terms of a hierarchy of explicitly defined goals and objectives. The initial steps in applying the PMS approach involve the definition of an ultimate program goal (which for IMPACT is the reduction of stranger-to-stranger crime and burglary by five percent in two years, and 20 percent in five years) and then "unpacking" the overall goal into a series of measurable sublevel program goals, Operating Program goals, eventually down to the level of project objectives. Under PMS, emphasis was to be on the quantitative rather than the qualitative aspects of the IMPACT goal-setting concept. Above all, this concept was intended to be crime-specific. Hence, the IMPACT Planning and Evaluation staff assumed that each IMPACT Operating Program and project would contribute, however directly or indirectly, to the overall goal of IMPACT crime reduction over (initially) a two-year period.

It has become obvious that the Diversion and Rehabilitation Operating Program under which the YNC project is subsumed is not fully susceptible

to the rigor of the PMS crime-specific program structure. The nature of the Operating Program places serious constraints upon the kind of data collection and data processing required for the analysis of commensurable data concerning a large-scale, crime-specific program. Specifically, a measurable relationship between the Diversion and Rehabilitation projects' activities and the incidence of IMPACT crimes in Cleveland is impossible to assess, much less causally explain.

That is not to say, however, that a meaningful evaluation of any of these projects is not feasible. Federal experience in the management of large-scale social programs has demonstrated that some evaluative rigor is possible if individual projects are evaluated according to the Management by Objective (MBO) approach. MBO is less ambitious than PMS as a management tool. MBO merely insists that each implementing agency define its objectives in terms of measurable accomplishments and then monitor the project to ensure that the agency indeed is accomplishing its objectives. MBO does not demand analysis of project alternatives to determine which one might meet agency objectives most effectively and efficiently. It does, however, require rigorous monitoring of stated objectives.

By employing the MBO approach, project performance can be simply evaluated by asking, "Did the Youth Neighborhood Coordinators Project achieve its project-specific objectives?" This can be answered by examining the collected data with respect to each objective.

Certain data elements were defined to evaluate the YNC project's performance in accordance with the stated objectives in the grant application. Two data collection forms were developed to gather the identified data elements from the project, a series of Data Collection Instruments (DCIs) and a summary Performance Status Report (PSR).*

The primary purpose of the DCIs was to collect client-specific data concerning clients served by IMPACT funds on a quarterly basis. The DCIs were specifically designed for each project and in many instances contained data elements which related to information about offender or client socio-economic backgrounds, prior criminal or delinquent histories, and client-specific operational data (such as the treatment modality of a drug abuser or the post-release status of a probationer). Since the data elements recorded on the DCIs must be aggregated in accordance with the planned evaluative usage, the DCIs were formatted for keypunching to allow for computerized data analysis.

The DCI for the YNC project was an instrument tailored to the services provided by each Coordinator rather than to the services rendered to each client. After several months of unsuccessfully attempting to implement the DCI for data collection purposes, the IMPACT Office decided that the difficulties encountered in implementing the YNC DCI did not warrant maintaining the instrument as a reporting requirement. Consequently, a PSR was developed as a more workable reporting instrument.

*Refer to Appendices B and C, respectively, for examples of the project's DCIs and PSR.

The PSR format allowed for the capture of summary information about project performance facilitating manual data reduction and summarization. These forms were also specifically designed for each project but were submitted on a monthly basis for more frequent periodic management information purposes.

At the time that the PSR was developed for the YNC project, the first extension of the grant period was already in effect. The PSR was therefore formatted to address the five specific tasks outlined for the extension period. The project subsequently submitted completed PSRs on a monthly basis from January through December 1974. No PSRs were required for the last month of the grant period, January 1975, since IMPACT operations were only partially functioning during that month.*

The following analyses of project performance and management cover the IMPACT funding period from January through December 1974, and are supported primarily by data retrieved from the summary PSRs. These data are supplemented by information contained in project director narratives, monitor reports, and other relevant documentation.

2.2 ANALYSES OF PROJECT PERFORMANCE AND MANAGEMENT

These analyses assess each project objective and/or the methods

*The YNC project had enough funds unencumbered or unspent to carry its operations for only 15 days into the last extension. These 15 days were utilized principally for closing out IMPACT operations and as a transitional period to allow for institutionalization under the Human Resources and Economic Development (HRED) Department of the City of Cleveland.

by which the objective was to be met.* In many cases, quantified objectives were not presented in the grant application. Without comparative or base-line data, it is impossible to determine whether the project has attained these objectives. However, some reliable judgments can still be made about project performance with respect to these objectives if the factors which affect the results, such as the target population and project services, are taken into consideration. Therefore, for unquantified objectives, a discussion concerning relevant project activities will be presented.

Task 1: Establishment of a Citizens' Advisory Board in each SPA.

The purpose of the Citizens' Advisory Boards was to examine needs and to set priorities for reallocation of services. In addition, each Board was to assume an advisory role and to act as arbitrator in the event of provider disputes over service priorities. The Boards had no formal authority, but were designed to serve as a forum for discussion and to expedite service coordination.

Two quantified objectives were presented for this Task: (1) 100 agencies were to be contacted per month, and (2) an Advisory Board meeting for each SPA was to be convened with the Coordinators' assistance each month. From January through December 1974, an average of 44 agencies were contacted per month and an average of six SPA Advisory Board meetings were convened each month through the aid of Coordinators.

*Objectives in this case refer to the five tasks which were to be performed during the grant extension periods.

The last four months of 1974 were particularly deficient in these meetings; a total of eight meetings were organized by the Coordinators for the four-month period. The project reported that the Coordinators did not assist in convening Advisory Board meetings in the Central, Collinwood, and Hough Areas after June 1974 and with the exception of the Near West Side, convening these meetings was not an ongoing activity after June 1974 for the other five Areas.

The deficiency in Advisory Board meetings held can be attributed principally to the lack of Coordinators assigned to cover project activities in all nine SPAs. Difficulties in hiring Youth Coordinators hindered project operations during the entire IMPACT grant period. The grant application originally specified eight Coordinators;* this number was reduced to seven for the extension period.** For most of the 12 months of 1974, there were five or less Coordinators to service the nine SPAs. Table 2-1 presents the division of labor for the period by month. No Coordinators were assigned to the Central Area for most of the 1974 period. In addition, one Coordinator was responsible for three SPAs during the four principal months of project operations as outlined in the five tasks to be accomplished. Project guidelines allowed for doubling of SPA responsibilities for the Coordinators; however, the trebling which actually occurred was not specifically called for.

*One Coordinator was to assume responsibility for project activities in two SPAs. The SPAs which were to be combined were not specified in the grant application.

**Two Coordinators were to assume responsibility for project activities in two SPAs each. The SPAs which were to be combined were not specified for the extension period.

TABLE 2-1

YOUTH NEIGHBORHOOD COORDINATORS PROJECT
 DIVISION OF LABOR
 JANUARY THROUGH DECEMBER 1974

<u>MONTH</u>	<u>COORDINATORS EMPLOYED</u>	<u>SPA RESPONSIBILITY</u>
January	6	1 Coordinator each: Collinwood, Near West Side, Southeast, and Hough 1 Coordinator: Glenville and Kinsman 1 Coordinator: Tremont and Far West/Southwest No Coordinator: Central
February, March	5	1 Coordinator each: Collinwood, Near West Side, and Southeast 1 Coordinator: Glenville and Kinsman 1 Coordinator: Tremont and Far West/Southwest No Coordinator: Central and Hough
April	5	1 Coordinator each: Collinwood and Near West Side 1 Coordinator: Glenville and Kinsman 1 Coordinator: Tremont and Far West/Southwest 1 Coordinator: Southeast and Hough No Coordinator: Central
May through August	5	1 Coordinator each: Collinwood and Near West Side 1 Coordinator: Glenville, Kinsman, and Central 1 Coordinator: Tremont and Far West/Southwest 1 Coordinator: Southeast and Hough
September, October	4	1 Coordinator each: Collinwood and Near West Side 1 Coordinator: Tremont and Far West/Southwest 1 Coordinator: Southeast and Hough No Coordinator: Glenville, Kinsman, and Central *

*The Coordinator served these areas for one week in September.

TABLE 2-1 (Continued)

<u>MONTH</u>	<u>COORDINATORS EMPLOYED</u>	<u>SPA RESPONSIBILITY</u>
November, December	4	1 Coordinator each: Collinwood, Near West Side, and Southeast 1 Coordinator: Tremont and Far West/Southwest No Coordinator: Glenville, Kinsman, Central, and Hough

Despite their reduced number, the Coordinators did establish a Citizens' Advisory Board in each SPA. To this extent, this Task was accomplished. The following presents the resulting status of these Advisory Boards established through the Coordinators' intervention as presented in the project's monthly narratives.

- In the Collinwood SPA, a number of community and agency interest groups appear to have evolved and to have replaced the Citizens' Advisory Board as a planning body. The Collinwood Coordinator has been continuing to meet with and coordinate the activities of these groups.
- In the Near West Side SPA, the Coordinator is continuing to convene the Advisory Board meetings.
- In the Tremont SPA, the Tremont Youth Advisory Council remains an active body, although its meetings are less frequent in the fall and winter. The Council's primary action area is youth summer program planning, and frequent meetings on this subject are planned prior to the end of the school year.
- The Far West Youth Advisory Council will convene for summer program planning during 1975.
- The Southeast's Youth Planning and Development Commission, the Area's Advisory Board, will continue to handle service planning and the summer program in the area.
- For the Glenville and Kinsman SPAs, reports indicate that their Advisory Boards, or Youth Planning and Development Commissions (YPDC) have been institutionalized.
- Efforts in the Hough and Central SPAs to develop ongoing boards such as the YPDC, independent of the Coordinators' intervention, were not successful.

In summary, the concept of a Citizens' Advisory Board has been maintained in seven of the nine SPAs.

Task 2: Assistance in the development of Summer Youth Plans for each SPA.

This Task was one of two which the Coordinators were to focus efforts on for the 1974 summer months. Each SPA had a Coordinator assigned to complete this Task and Task 3 for the summer. Consequently, this Task was completed and each SPA was provided assistance by a Coordinator in developing a service plan to best meet Area youth's needs during the 1974 summer months.

Task 3: Assistance in the implementation of the 1974 Cleveland Youth Summer Employment Program.

Project operations were expanded to include assistance in the implementation of the 1974 Cleveland Youth Summer Employment Program during the grant extension period. This Task was to include the establishment of job banks in each SPA. These job banks were to be organized initially for the Summer Employment Program and maintained thereafter by the Coordinators once the Summer Employment Program had terminated.

Reports on the Summer Employment Program indicate that the YNC Coordinators contributed a major portion to the success of the Program.* The Coordinators assumed most of the responsibility for the development of potential job sites within their SPAs, and for the training and supervision of the Program's 21 college students hired to monitor its progress. Table 2-2

*Full reports of the Program are in Cleveland Area Western Reserve Manpower Consortium, Report of the Comprehensive Youth Services Program-- Summer, 1974; Cleveland (1974) and Comprehensive Youth Services Program, Summer Program, 1974 Monitoring Report; Cleveland (1974).

TABLE 2-2

YOUTH NEIGHBORHOOD COORDINATORS PROJECT

SUMMARY OF 1974 SUMMER YOUTH
EMPLOYMENT PROGRAM ACTIVITIES

SPA	NO. OF JOB SITES DEVELOPED	PERCENT OF TOTAL	NO. OF JOB SITE VISITS	PERCENT OF TOTAL
Central	305	9.1	201	9.0
Collinwood	431	12.9	309	13.7
Far West/Southeast	67	2.0	181	8.0
Glenville	715	21.3	366	16.3
Hough	428	12.8	157	7.0
Kinsman	618	18.4	116	5.2
Near West	170	5.1	229	10.2
Southwest	490	14.6	567	25.2
Tremont	126	3.8	121	5.4
TOTAL	3,350	100.0	2,247	100.0

is a display of the number of job sites developed through YNC efforts, and the number of job site visits by the monitors. Data concerning the number of job sites remaining after the conclusion of the Summer Employment Program are not available.

The Table shows that generally good coverage was achieved in the SPAs, despite the shortage of Coordinators. Reference to Table 2-1 shows how the Coordinators were reassigned for the Summer Employment Program, from May through August 1974, to achieve this coverage.

Task 4: Assistance in the development of federal grant program plans and contracts.

Table 2-3 summarizes the activity with respect to this Task. A total of 53 grant applications for funding of youth service programs were written with the assistance of YNC Coordinators. Assistance in the development of federal grant programs was generally limited during 1974 due to overall federal budgetary constraints. In other words, the amount of funds available for federal grant programs did not allow for extensive involvement in this Task, particularly during the latter half of 1974.

As the Table shows, the Coordinators for the Collinwood, Far West/Southwest, Near West, and Tremont SPAs assisted in the writing and submission of most of the grant applications. Two of these SPAs, Collinwood and Near West Side, each had the full-time service of a Coordinator during all of 1974. Appropriately, the two Coordinators for these two SPAs were

TABLE 2-3

YOUTH NEIGHBORHOOD COORDINATORS PROJECT
 SUMMARY OF 1974 GRANT APPLICATIONS
 FOR FUNDING

SPA	GRANT APPLICATIONS		
	Written	Submitted	Accepted
Central	1	1	1
Collinwood	18	13	12
Far West/Southwest	9	7	6
Glenville	3	3	3
Hough	0	0	0
Kinsman	1	1	1
Near West	10	7	6
Southeast	1	1	1
Tremont	10	9	9
TOTAL	53	42	39
PERCENT	100%	79%	74%

available to devote more time to this Task. Coordinator involvement in this Task was minimal for the Central, Glenville, Kinsman, and Hough Areas due to partial Coordinator coverage of these SPAs during 1974. No documentation is available concerning the causal factors for the limited involvement in this Task for the Southeast Area.

Task 5: Development and implementation of a youth offender data base.

The youth offender data base proposed as Task 5 was contingent on developing a working relationship with the Juvenile Court Division of the Cuyahoga County Court of Common Pleas to obtain the data necessary for its implementation. Because of the confidentiality problems this task posed, it was not approved by the Court. As a result, this task was not completed by the YNC project.

In addition to these five tasks, Coordinators were involved in community meetings to resolve issues, form committees, and develop cooperative efforts among agencies. The Coordinators also attended seminars/conferences, assisted in planning and coordination of services, served on Area panels/committees, and provided assistance to community projects and agencies. A summary of these services is presented in Table 2-4. Central and Hough show limited activity in these services. The Coordinators responsible for these Areas were limited to working primarily on assigned tasks. Due to the restrictions on their time, involvement in additional SPA responsibilities was generally minimal.

TABLE 2-4

YOUTH NEIGHBORHOOD COORDINATORS PROJECT

SUMMARY OF OTHER COMMUNITY SERVICES

JANUARY THROUGH DECEMBER 1974

SPA	ACTIVITIES				
	NO. OF MEETINGS	NO. OF CONFERENCES	NO. OF PLANNING ACTIVITIES	NO. OF PROJECT ASSISTANCES	NO. OF PANELS
Central	26	1	0	0	0
Collinwood	328	10	4	3	1
Far West/Southwest	60	4	6	2	2
Glenville	211	2	2	1	0
Hough	23	0	0	0	0
Kinsman	77	0	1	2	1
Near West	136	3	4	9	2
Southeast	92	2	3	9	0
Tremont	192	1	11	6	2
TOTAL	1,145	23	31	32	8

The following section concludes this evaluation by presenting a summary of the preceding analyses of project tasks and activities during 1974.

SECTION III
SUMMARY AND CONCLUSIONS

The YNC Project was established to enable Cleveland area youth-serving agencies to provide needed services to delinquent and potentially delinquent youth in a more systematic manner. The grant application identified that many of these agencies were operating independently of one another, resulting in the fragmentation of services to youth. The project proposed to address this problem by providing Youth Coordinators in defined areas of the City to coordinate the service efforts of the area agencies.*

Five tasks were defined to execute project concepts during 1974. These tasks were a modification and expansion of original YNC objectives. During the 1974 summer months, Coordinator efforts were concentrated on completing two of these tasks, the 1974 Summer Employment Program and the development of Summer Youth Plans for the SPAs. Although the organization of Citizens' Advisory Board meetings by the Coordinators in each SPA, another task, was not an ongoing function during 1974, an Advisory Board was established in each SPA. The limited number of Coordinators working during 1974 restricted the amount of time available for this Task. However, it should be noted that after establishment of the Boards in each SPA, the concept of an Advisory Board as a medium for planning and coordination

*These areas are the nine Regional Planning Commission Cleveland Social Planning Areas (SPAs).

was maintained by community agencies in seven of the nine SPAs. Assistance in the development of federal grant programs, the fourth task, was usually provided when necessary; however, federal budgetary constraints did not allow for extensive involvement in this task. The final task, the youth offender data base, was canceled as a project function during the period due to the confidentiality issues involved in obtaining the data necessary for its implementation. Involvement in other project services outside of these five tasks was minimal for some SPAs due to the time constraints involved in completing specified tasks with a limited number of Coordinators.

In summary, the YNC project was generally performing in accordance with its outlined tasks and functions during 1974. The Coordinators' success in the community can be demonstrated by their achievements in the 1974 Summer Employment Program and in maintaining coordinating agencies in almost all of the nine SPAs.

Prior to the termination of the IMPACT funding period, project management focused its efforts on the institutionalization of YNC functions. The four SPA-specific tasks in addition to others are being continued under the City of Cleveland Department of Human Resources and Economic Development (HRED).* Project activities have been expanded in the area of youth employment, educational, and counseling services.

*The project received Comprehensive Employment Training Act (CETA) funds through HRED.

APPENDIX A

CLEVELAND AREA YOUTH-SERVING AGENCIES

CLEVELAND AREA
YOUTH-SERVING AGENCIES

Collinwood Area Agencies

Collinwood Community Services Center
Youth Development Center

Collinwood Arts Center

Center for Human Services

Northeast YMCA

Northeast YWCA

Southeast Area Agencies

East End Neighborhood House

Woodhill Homes Estate

Woodland Recreation

Music School Settlement

Peace Lutheran P. A. L. Center

C. L. E. M. Group Home

Community Services Center of Mt. Pleasant

Mt. Pleasant Youth Action Council

Alexander Hamilton Recreational Center

Kinsman Neighborhood Center

St. Timothy's Church

St. Augustine Group Home

Harvard Community Service Center

Southeast Area Agencies (continued)

B-Buzz Baseball League

Congress of Urban Men

St. Paul's United Methodist Church

Boys' Clubs of America

Cleveland Council of Campfire, Inc.

Girl Scouts of America

Junior Achievement

University Settlement

Boys' Clubs of America

Broadway Recreational Center

Broadway YMCA

Center for Human Services

Appalachian Action Council

Alta Settlement House

Cleveland Music School Settlement

Free Medical Clinic, East

Friendly Town

Friends School

Joint Apprenticeship Program

Psychiatric Emergency Evaluation and Referral Services
(Suicide Prevention Center)

Southeast Area Agencies (continued)

Psychological Research Services

Shepherd of the Street

Together Hot Line

Upward Bound Project

Youth Outreach and Teen Drop-in-Centers

Kinsman Area Agencies

Garden Valley Neighborhood House

Kinsman Neighborhood Opportunity Center

KNOC

Camp Fire

Alexander Hamilton Recreation Center

United Area Citizen Agency

City Recreation

Kinsman Area Action

Kinsman Area Action (Street Club)

Glenville Area Agencies

Glenville Opportunity Center

Glenville Neighborhood Center

Lake Erie Girl Scout Council

Martin DePorres Center

Arlington Library

St. Aloysius Community Center

Police Athletic League

Glenville Area Agencies (continued)

Dig-It Center

Cory Recreation Center

The Salvation Army

St. Agatha Church

Glenville Branch Library

Youth for Youth

Y. W. C. A.

Glenville Multi-Service Center

Glenville Presbyterian Church

Camp Fire Girls

Superior Branch Library

Forest Hills Parkway Council

Arlington Branch

Hough Area Agencies

Addison Unit Wade Park Police Auxiliary

Bell Neighborhood Center

Camp Fire Girls, Cleveland Council

Hough Opportunity Center

Hough-Rainey Outreach

Wade Park Outreach

Drug Abuse Center, Inc.

Girl Scouts

Goodrich-Gannet Neighborhood Center

League Park Center

Hough Area Agencies (continued)

Lexington Square Center

Police Athletic League

Good Samaritan Youth Center

Street Academy

Treasury House Library

Addison Y. M. C. A.

Wade Park Y. W. C. A.

Thurgood Marshall Recreation Center

Cleveland Youth Assistance Program

Supplementary Service Program

Hough House

Hough Against Drugs

St. Paul's Lutheran Church

Our Lady of Fatima Community Center

Monumental Action Corp.

Hough Multi-Service Center

Hough Neighborhood Opportunity Center

Martin L. King Youth House

Hough Salvation Army

Central Area Agencies

Antioch Child Care Center

Big Brothers of Cleveland

Center for Human Services

Central Area Agencies (continued)

Camp Fire Girls, Cleveland Council

Community Action Against Addiction
Friendly Inn

Council of Economic Opportunity

Friendly Inn Settlement

Central Recreation Center

Fairfax Recreation Center

P. O. Recreation Center

Youth Outreach Program of Cleveland

Council of Churches

Central Against Drugs

Woodland Job Center

Community Education Service Center

Central Area Development Corporation

Carver Park - C. H. M. A.

Ohio Youth Commission - Field Counselor

Goodwill Industries

G. C. N. C. A.

Karamu House

Phillis Wheatley Association

Police Athletic League

V. G. R. S.

Central Area Agencies (continued)

Cedar Branch Library

Langston Hughes Library

Cedar Avenue Y. M. C. A.

Metro Y. M. C. A.

Metro Y. W. C. A.

Community Branch Y. W. C. A.

Near West Side Agencies

Boy Scouts

Bethany Presbyterian Church

Campfire, Inc.

Carnegie-West Library

Catholic Big Brothers

Centro Hispano

Clark Library

Clark Recreation

Cleveland American Indian Center

Commission on Catholic Community Action

Comprehensive Youth Program (part of Opportunity Center)

Concerned Blacks Across the River

Fasino Recreation

Franklin Circle Church

Near West Side Agencies (continued)

Four-H

Girl Scouts

Lakeview Terrace

Lourdes Educational Center

McCaffery Health Center

Max S. Hayes Vocational J. H.

Neighborhood Counseling Service

People's Free Clinic

People's United Methodist Church

P. R. 76

Riverview Estate

St. Colmans Church

St. Lukes Episcopal Church

St. Malachis Church

St. Patricks Church

St. Paul's Community Church

Salvation Army

Spanish American Committee

Thomas Merton Community

Trinity Lutheran Church

Near West Side Agencies (continued)

Urban Community School

Walz Library

West Junior High

West Side Civic Arts Center

West Side Community House

West Side Development Corporation

West Side Ecumenical Ministry

West Side Mental Health Task Force

West Side Opportunity Center

West Side Y. M. C. A.

William Dean Howells Junior High

Far West and Tremont Agencies

Appalachian Action Council

Cleveland Council Campfire Girls

Merrick House

Girl Scouts (Lake Erie)

Jefferson Branch Library

Lincoln Recreation Center

P. A. L. Center - Tremont

Pilgrim Congregational Church (Tremont Youth Center)

St. Joseph's Learning Center

South Branch Library

St. Augustine Church

Far West and Tremont Agencies (continued)

Tremont Area Civic Association (TACA)

Tremont Community Churches Center, Inc.

Tremont Community Learning Center

Tremont Organization Against Hunger

Tremont Free Clinic

Tremont Neighborhood Opportunity Center

Valleyview Homes

APPENDIX B

PROJECT DATA COLLECTION INSTRUMENTS

SECTION I

PROJECT DATA COLLECTION INSTRUMENT

YOUTH SERVICE COORDINATORS

Worker's Name: _____

Last .

First

Middle

1

Project Sequence

Y

S

-

(1-7)

Card Number

0

0

0

6

(8-1)

2

Reporting Period Ending

Month

Day

Year

(12-1)

3

Length of Reporting Period
(In Calendar Days, Right
Justified)

(18-2)

4

Number of Youth-Serving
Projects in Your Area

(21-2)

5

Expected Number of Clients
to be Served by These Pro-
jects

(24-2)

6

Number of Youth-Serving
Projects Being Funded
in Your Area by IMPACT

(27-1)

7

Expected Number of Clients
to be Served by These Pro-
jects

(31-1)

8 Number of Youth-Serving
Projects in Your Area
Being Coordinated at the
Conclusion of This Report-
ing Period (35-37)

9 Estimated Number of Clients
Now Being Served by These
Projects (38-42)

10 Expected Number of Clients
to be Served by these Pro-
jects when They are Fully
Staffed and Operational (43-47)

Identify Social Planning Areas in which these projects will take place:

11 Meeting Activity Report for This Period (Right Justify all Numbers, Round Off Fractions of Hours)

<u>Meeting With</u>	<u>Number of Meetings</u>	<u>Primary Purpose</u>	<u>Meeting Outcome</u>	<u>Hours Spent</u>	
<input type="checkbox"/>	<input type="text"/>	<input type="text"/>	<input type="checkbox"/>	<input type="text"/>	(48-56)
<input type="checkbox"/>	<input type="text"/>	<input type="text"/>	<input type="checkbox"/>	<input type="text"/>	(57-65)
	Project Sequence	<input type="text" value="Y S"/>	-	<input type="text"/>	(1-7)
	Card Number			<input type="text" value="0 0 0 7"/>	(8-11)
<input type="checkbox"/>	<input type="text"/>	<input type="text"/>	<input type="checkbox"/>	<input type="text"/>	(12-20)
<input type="checkbox"/>	<input type="text"/>	<input type="text"/>	<input type="checkbox"/>	<input type="text"/>	(21-29)
<input type="checkbox"/>	<input type="text"/>	<input type="text"/>	<input type="checkbox"/>	<input type="text"/>	(30-38)
<input type="checkbox"/>	<input type="text"/>	<input type="text"/>	<input type="checkbox"/>	<input type="text"/>	(39-47)
<input type="checkbox"/>	<input type="text"/>	<input type="text"/>	<input type="checkbox"/>	<input type="text"/>	(48-56)
<input type="checkbox"/>	<input type="text"/>	<input type="text"/>	<input type="checkbox"/>	<input type="text"/>	(57-65)
<input type="checkbox"/>	<input type="text"/>	<input type="text"/>	<input type="checkbox"/>	<input type="text"/>	(66-74)
	Project Sequence	<input type="text" value="Y S"/>	-	<input type="text"/>	(1-7)
	Card Number			<input type="text" value="0 0 0 8"/>	(8-11)
<input type="checkbox"/>	<input type="text"/>	<input type="text"/>	<input type="checkbox"/>	<input type="text"/>	(12-20)
<input type="checkbox"/>	<input type="text"/>	<input type="text"/>	<input type="checkbox"/>	<input type="text"/>	(21-29)
<input type="checkbox"/>	<input type="text"/>	<input type="text"/>	<input type="checkbox"/>	<input type="text"/>	(30-38)
<input type="checkbox"/>	<input type="text"/>	<input type="text"/>	<input type="checkbox"/>	<input type="text"/>	(39-47)
<input type="checkbox"/>	<input type="text"/>	<input type="text"/>	<input type="checkbox"/>	<input type="text"/>	(48-56)
<input type="checkbox"/>	<input type="text"/>	<input type="text"/>	<input type="checkbox"/>	<input type="text"/>	(57-65)
<input type="checkbox"/>	<input type="text"/>	<input type="text"/>	<input type="checkbox"/>	<input type="text"/>	(66-74)

"Meeting With" Codes:

- 1 - Individual Agency
- 2 - Group of Agencies
- 3 - Community Residents
- 4 - Juvenile Court/Probation
- 5 - Ohio Youth Commission
- 6 - City Administration
- 7 - County Administration
- 8 - Other (Specify)

- 9 - Other (Specify)

"Primary Purpose" Codes:

- 01 - Give Information
- 02 - Receive Information
- 03 - Determine Inter-Program Gaps/Incompatibilities
- 04 - Determine Solutions to Gaps
- 05 - Plan New Programs
- 06 - Revise Existing Programs
- 07 - IMPACT Evaluation
- 08 - IMPACT Monitoring
- 09 - Enlist/Solicit Coordination and Support

"Primary Purpose" Codes (cont'd):

10 - Administration/Implementation of This Project

11 - Other (Specify: _____)

12 - Other (Specify: _____)

"Meeting Outcome" Codes:

1 - Action Taken

2 - No Action Taken

3 - Resolution/Consensus Reached

4 - No Resolution/Consensus

5 - Other (Please Specify: _____)

6 - Other (Please Specify: _____)

12 Project Sequence Y S - (1-7)
Card Number 0 0 0 9 (8-11)

13 How Many New Advisory Boards
Were Created During This Re-
porting Period? (Enter Num-
ber). (12-13)

Total Number of Citizens Par-
ticipating In These New Advi-
sory Boards: (14-16)

Identify Number and Location
(by SPA) of Each of These
New Advisory Boards:

14 For Each SPA in Your Area, Indicate the Number of Referrals To and From Each Project (If None, Enter All Zeros) During This Reporting Period

<u>SPA Name</u>		<u>Project Name</u>	<u>No. Referrals:</u>			
			<u>To The Project</u>	<u>By/From the Project</u>		
	<input type="text"/>		<input type="text"/>	<input type="text"/>	<input type="text"/>	(17-26)
	<input type="text"/>		<input type="text"/>	<input type="text"/>	<input type="text"/>	(27-36)
	<input type="text"/>		<input type="text"/>	<input type="text"/>	<input type="text"/>	(37-46)
	<input type="text"/>		<input type="text"/>	<input type="text"/>	<input type="text"/>	(47-56)
	<input type="text"/>		<input type="text"/>	<input type="text"/>	<input type="text"/>	(57-66)
	<input type="text"/>		<input type="text"/>	<input type="text"/>	<input type="text"/>	(67-76)

APPENDIX C

PROJECT PERFORMANCE STATUS REPORT

PERFORMANCE STATUS REPORT
CLEVELAND YOUTH COORDINATORS

AREA _____ COORDINATOR _____ MONTH _____

1. Citizens Advisory Boards

- a) Number of individual meetings held during this period _____
- b) Number of separate agencies involved _____
 - Impact _____
 - Non-Impact _____
- c) Number of interagency meetings during this period _____
- d) Maximum number of separate agencies involved in any one meeting* _____
- e) Total number of separate agencies involved in all meetings _____
- f) Meeting outcomes
 - Issues Resolved** _____
 - Committees Formed _____
 - Cooperative Efforts Developed _____
 - Other (specify) _____
 - _____
 - _____
- g) Citizens Advisory Board meetings convened _____
- h) Agency attendance at Citizens Advisory Board meetings _____

2. Assistance in Implementation of Youth Summer Employment Program

- Jobs Developed _____
- Job-site Visits _____
- Monitor's Reports Prepared _____
- No Problem _____
- Minor Problem (On-Site Resolution) _____
- Major Problem _____

* Do not include Citizens Advisory Board meetings.

** Do not double count below in "Cooperative Efforts Developed".

3. Assistance in Development of Applications for Fundings of Programs

Applications (List)	Date	
	Written & Submitted	Accepted
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

(If more than six, add additional page.)

4. Development of Youth Service Inventory

Services on Hand at Start of Period	_____
Services Added	_____
Requests for Information	_____
Information Unavailable	_____

5. Other Activities

List other activities (three principal ones)

Activity	Coordinators Involved	Hours Spent
_____	_____	_____
_____	_____	_____
_____	_____	_____

END