

City of New Orleans

The Mayor's Criminal
Justice Coordinating Council

December 2000

BIG BROTHERS OF GREATER NEW ORLEANS A PROCESS EVALUATION

Prepared by the Executive Director
of the Department of Police
Administration

64422

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**BIG BROTHERS OF GREATER NEW ORLEANS:
A PROCESS EVALUATION**

NCJRS

Prepared By

JAN - 8 1980

The Mayor's Criminal Justice
Coordinating Council

ACQUISITIONS

December, 1979

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Big Brothers was partially funded by the
LAW ENFORCEMENT ASSISTANCE ADMINISTRATION through
the LOUISIANA COMMISSION ON LAW ENFORCEMENT AND
ADMINISTRATION OF CRIMINAL JUSTICE

THE MAYOR'S CRIMINAL
JUSTICE COORDINATING COUNCIL
Mayor Ernest N. Morial,
Chairman

MAYOR'S CRIMINAL JUSTICE COORDINATING COUNCIL
PROCESS EVALUATION

PROJECT: Big Brothers of Greater New Orleans

PROJECT NUMBER: 79-C9-10.1-0001

SUBGRANTEE: Associated Catholic Charities

SUBGRANT PERIODS: January 1, 1979 - September 30, 1979

DATE OF REPORT: December, 1979

PREPARED BY: Jack L. Ashcraft

CLERICAL ASSISTANCE: Gladys Anderson

CUMULATIVE GRANT AWARD:	SLEPA	\$28,840.66
	Subgrantee	<u>3,204.52</u>
	Total	\$32,045.18

PROJECT PERSONNEL: Sharon W. Leader
Project Director

AUTHORIZED OFFICIAL: Rev. Michael S. Haddad
Executive Director
Associated Catholic Charities

EXECUTIVE SUMMARY

With this LEAA grant, Big Brothers of Greater New Orleans proposed to expand its program of providing boys from father-absent homes with an adult male volunteer. During the first year of funding, Big Brothers expected to increase its services by recruiting an additional seventy-five boys and matching at least twenty-five of these Little Brothers with an adult male (Big Brother). This report provides an assessment of the first nine months of the expanded operations. ✓

Two organizational changes delayed program implementation and significantly impacted the achievement of program goals. First, on January 1, 1979, Big Brothers merged with the larger organization, Associated Catholic Charities. While this was not without benefit to the program, administrative changes slowed all grant activities while the program adapted to not only new procedures but a new location as well. Second, shortly after the merger, the executive director of the Big Brothers program resigned his position. Although another executive director was hired expeditiously, the new director had to become familiar with the LEAA portion of the program, as well as the whole set of responsibilities associated with the job. These, along with other less significant changes, cumulatively rendered ineffective the first three months of program operation.

With only 62.5% of the anticipated number of Little Brothers accepted into this expanded portion of the program's operation, the other goals of the grant application which related specifically to Little Brothers and which were dependent on program intake were likewise not attained. Approximately 47% of the matches between Big and Little Brothers anticipated by the grant application were made. Of the boys who had been accepted into the program, all but four had been interviewed.

Slightly less than half (9) the number of adult male volunteers anticipated (19) were recruited. Of those recruited, two-thirds first heard of the program through media advertisements. Correspondence from the National Big Brothers Office (see Appendix) indicated a general, nationwide problem recruiting adult male volunteers.

The grant application also proposed that group sessions would be provided for the mothers of matched Little Brothers and for the matched Big Brothers. During the period covered by this report no such group meeting was held for mothers. One meeting was held for Big Brothers but, at the time, only three LEAA matches had been made and only one of those Big Brothers was able to attend.

Finally, the program proposed that 35% of the matched Little Brothers with prior criminal justice contact would have less frequent contact after the relationship had stabilized. Records at the Juvenile Division of the New Orleans Police Department indicated that only five

Little Brothers, none of whom were matched, had arrest records. Those five had a total of six offenses which were significant enough to have been referred to the Family Court. Regarding juvenile justice contacts, the grant award included a stipulation that 51% of the participants must have had prior contact with the juvenile justice system. Here, the definition of "contact" is much broader than the one used above (i.e., arrests) and approximately 64% of the Little Brothers were determined to have had such prior contact.

An elementary cost assessment indicated that the program had been fairly expensive to operate. When costs were compared to a similar program for girls, Big Sisters, this finding was substantiated. The low number of program participants largely accounts for this.

The report concluded with seven recommendations which could help insure future effectiveness.

1. Efforts to increase adult male volunteers should be assessed for effectiveness and intensified where successful.
2. The program should actively seek to expand the number of Little Brothers on the waiting list.
3. With data on the long-range goal, reduction of contacts with the juvenile justice system, unavailable for most participants, additional indicators of behavioral improvement should be developed.
4. Once the pool of adult volunteers and the boys on the waiting list has been increased, efforts should be

made to reduce the time, especially for Little Brothers, between application and match.

5. Group meetings for both Big Brothers and mothers should be established with attendance required, if necessary.
6. Matches, once made, should be more closely monitored.
7. All initial inquiries from potential Little Brothers should be documented with the reason(s) specified why any child is refused an application.

It is hoped that, by considering and incorporating into their activities these recommendations, the program will be able to overcome the problems noted in this evaluation.

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INTRODUCTION

Big Brothers of Greater New Orleans opened in 1972 with the recruitment of volunteers to work with 8 - 14 year old boys in need of adult male companionship as the primary concept behind its program. The role of the Big Brother, however, is not to act as a parent substitute, but to become a reliable adult friend. The Little Brother, therefore, benefits through an expansion of cultural experiences, help with school work, and being provided with a sounding board for the pains of childhood and adolescence. Generally, the Big Brother commits himself to weekly contact with the Little Brother for at least a year.

During the latter part of 1978, Big Brothers was awarded funding through a Law Enforcement Assistance Administration (LEAA) Part C, Mini-Block grant. Previously, Big Brothers was operated primarily with funding by the United Way and supplemented with Title XX funding. The LEAA funding for calendar year 1979 was intended to facilitate an increase in the client population by enabling the agency to accept an additional seventy-five boys. This evaluation covers the first nine months of expanded program activities during the period January 1, 1979 - September 30, 1979.

The Little Brothers are referred to the program from a variety of sources. Among these are schools, courts, other

social agencies, clergymen, relatives, or the families themselves. On the other hand, Big Brothers are generally recruited, although some volunteer after hearing of the program through informal channels.

The goals of the program were stated as follows:

1. At least 75 children shall be accepted in the program within the first twelve months.
2. All of the mothers whose sons are matched are expected to have been involved in a mother's group within the first year of the project.
3. All Big Brothers who are matched are expected to have attended a Big Brothers group within the first year of the project.
4. Of those children accepted into the program who have had contact with the Juvenile Justice System, at least 35% will have less frequent contact after the relationship with the volunteer ...has stabilized.
5. Within the first year, at least 25 of the 75 children accepted by the program will be matched with a Big Brother.
6. Within the first year, at least 25 volunteers will be recruited, screened, evaluated, trained and matched with an appropriate Little Brother.
7. The remaining 50 unmatched boys will have been screened and evaluated, and he and his mother will receive crisis counseling as needed or will be referred to the appropriate agency.

METHODOLOGY

Since this report covers the first nine months of project operations, it will primarily be an assessment of project efforts to become operational. While the LEAA funded portion of the Big Brothers program has the primary impact goal of reducing Little Brother contacts with the criminal justice system, there are several other short-range goals to be achieved as well. Along with an assessment of these short-range goals, other activities effecting the successful implementation of the program will be discussed. In this evaluation, juvenile arrest records will only be utilized descriptively to assess compliance with the requirement that 51% of the program participants had previous contact with the juvenile justice system. The primary impact measure of reduced contacts with the criminal justice system will be analyzed in more detail in preliminary and final impact evaluations.

Program records provided the primary data, with case folders providing detailed information on both Big and Little Brothers. Other information was gathered through interviews with members of the program staff. Finally, the records of the New Orleans Police Department (NOPD) Juvenile Division provided the information to determine participants' prior arrests.

PROGRAM OPERATIONS

General

A brief summary of some organizational difficulties confronting Big Brothers at the beginning of this evaluation period may partially explain what might appear to be programmatic shortcomings.

On January 1, 1979, Big Brothers merged with Associated Catholic Charities (ACC). While this move (physical as well as administrative) served to insure continuation of the program, the benefit was not without some costs in terms of program service delivery, with the physical move causing both inconvenience and disruption of services. Further, according to program personnel, the public, which had traditionally thought of Big Brothers as a non-sectarian organization, reacted negatively to a telephone answered with the words "Associated Catholic Charities." In addition, soon after the move to ACC, the executive director of the Big Brothers program resigned his position. Although an executive director was hired expeditiously, the new director had to become familiar with the LEAA portion of the program, as well as with the whole set of responsibilities associated with the job. Finally, during this period, there were other less significant but nonetheless time-consuming administrative and organizational changes. Since, cumulatively, these circumstances rendered ineffective the first three months of program operation, they may serve to extenuate the operational problems which will shortly become apparent.

Findings

The first program goal stated that at least seventy-five children would be accepted into the program during the first twelve months of operation. Since this evaluation covers only the first nine months of program operation (January 1, 1979 - September 30, 1979), approximately fifty-six boys should have been accepted during this period. Project records indicated that thirty-five Little Brothers were accepted into the program, representing 62.5% of the number anticipated. However, two of the Little Brothers have since terminated participation: one, because of a move out of the area; and the other, because he became too old to participate. The remaining thirty-three participants (for whom age and race data are presented in Table 1) represented 58.9% of the number which were expected to have been accepted into the program after nine months. Only nine of these thirty-three participants were subsequently matched with a Big Brother.

Table 1

Age ^b	Matched ^a		Not Matched		Total
	Black	White	Black	White	
7			1	2	3
8		1	2		3
9	1	1	2	1	5
10	1		1		2
11		1	5	2	8
12	1		1		2
13	1		2		3
14		2	3	1	6
15				1	1
Total	4	5	17	7	33

^aMatched as of 30 September, 1979.

^bAge calculated as of 30 September, 1979.

As with other juvenile justice grants, the funding for the LEAA portion of the Big Brothers program included a stipulation that at least 51% of the participants must have had prior contact with the juvenile justice system. Youths referred by the following organizations or agencies may be counted toward fulfillment of this requirement: courts, including probation or youth services; law enforcement agencies; community agencies; schools; and churches. As indicated by Table 2, all but the parental referrals fell into one of those categories. Therefore, twenty-one (63.6%) of the participants may be considered as having had prior contact with the juvenile justice system.

Table 2

Source of Referral

<u>Source</u>	<u>Participants</u>
Office of Youth Services	2
School Board	10
New Orleans Police Dept.	1
Juvenile Probation Office	1
Community Agency	7
Parent	<u>12</u>
Total	33

The second goal of the program stated that mothers of boys matched with Big Brothers were expected to attend a group meeting. During this evaluative period no such group meeting was held. The first had been planned for the month following termination of data collection (i.e., October, 1979), but the project director was concerned about poor attendance. After sending letters to eighty-three mothers (including mothers of LEAA participants), responses were received from only five.

Relative to the third goal of the program, during the summer of 1979, a group meeting was held for Big Brothers. Only ten active Big Brothers attended this meeting and only one of these was from the LEAA segment of the program. While the grant had proposed that all volunteers matched would attend such a group session, only three LEAA matches had been made and two of those volunteers were unable to attend. Problems similar to those involved in convening a meeting of mothers apparently restricted efforts toward meeting this goal.

The fourth goal of the program stated that 35% of those boys accepted into the program would have less frequent contact with the juvenile justice system after the match with an adult volunteer had stabilized. For purposes of assessment, contacts with the juvenile justice system were indicated by arrest records on file at the New Orleans Police Department's Juvenile Division. A review of that file revealed that only five of the Little Brothers in the

LEAA segment of the program had an arrest record. Although sufficient time has not yet passed to assess this goal (i.e., less frequent arrest), those arrest data are presented in Table 3 for descriptive purposes. It should be noted that none of the Little Brothers with arrest records have been matched.

Table 3

Offense Distribution

<u>Offense</u>	<u>Frequency</u>
Aggravated Rape (Aggravated Crime Against Nature)	1
Theft (Shoplifting)	1
Burglary (Attempted)	2
Possession Stolen Property	2
Total	<u>6^a</u>

^aWhile only five boys had arrest records, one had been arrested twice.

The fact that so few LEAA cases (5) have police records will affect the value of subsequent impact evaluations, as very little can be generalized from so few cases. However, the Big Brothers program is basically one of prevention and, given the nature and extent of the arrest data, the best test of a prevention program may be that juvenile justice system contacts do

not first occur after a Little Brother is matched.

Goals five and six stated that twenty-five Little and Big Brothers would be brought into the program and matched during the first year. Since this report covers only nine months of operations, nineteen such matches should have resulted. However, only nine matches (47.4%) were made, with no matches made until April, 1979. Of the nine matched Big Brothers, one was a self-referral, two were referred by friends, and six were recruited thru media (3 from television) advertisements. Table 4 shows the monthly distribution of Little Brothers-Big Brothers matches.

Table 4

Monthly Distribution of Matches (Apr. - Sep., 1979)

<u>Month</u>	<u>Frequency</u>
April	1
May	1
June	3
July	0
August	1
September	3
Total	<u>9</u>

Since there is generally a waiting list of Little Brothers, recruitment of Big Brothers is essential to the success of the program. However, the National Big Brothers Office indicates

that, in general, the recruitment of adult male volunteers is quite difficult.

Table 5 presents data showing average intake time for Big Brothers compared to Little Brothers.

Table 5

Average Intake Time of Matches^a
(Average time between application and interview, between interview and match, and between application and match).

	<u>App. to Int.</u>	<u>Int. to Match</u>	<u>App. to Match</u>
Big Brothers (N=8)	36.5	78.4	114.5
Little Brothers (N=7)	77.0	186.7	263.7

^aData were available for eight of the Big Brothers and seven of the Little Brothers.

The final goal of the program stated that, during the grant period, the remaining fifty boys (i.e., those not matched) accepted into the program would be screened and evaluated, as well as given counseling and referral services. Of the thirty-three boys currently active in the LEAA portion of the program, twenty-four are unmatched and four of these have yet to be interviewed.

With regard to the intake process, Table 6 presents data

on applications and interviews, including the number of days between those two events for each LEAA Little Brother.

Table 6

Case Number ^a	APPLICATION		INTERVIEW		Number of days between Application & Interview
	Prior to 1979	Jan-Sep 1979	Prior to 1979	Jan-Sep 1979	
01	*		*		14
02	*		*		165
03		*		*	68
04	*			*	111
05		*		*	24
06			*		101
07	Missing datum			*	Missing
08	*			*	81
09	*		*		140
10	*			*	108
11	*			*	108
12		*		*	32
13		*	No Interview Yet		Missing
14		*		*	72
15		*		*	124
16		*		*	132
17	*		*		202
18		*		*	58
19		*	No Interview Yet		Missing
20		*	No Interview Yet		Missing
21		*	No Interview Yet		Missing
22		*		*	47
23	*		*		61
24		*		*	113
25		*		*	69
26		*		*	25
27	*			*	125
28		*		*	107
29	*		*		467
30	*			*	208
31	*			*	208
32	*		*		701
33		*		*	21

^aThe first nine cases represent those Little Brothers who were matched.

As indicated by Table 6, fifteen (45.5%) of the Little Brothers had applied to the program before the beginning of 1979, and eight (24.2%) had been interviewed prior to 1979. Of those boys matched (i.e., the first nine cases), nearly half were in the program before the beginning of the LEAA grant. However, even counting those participants, the program was still well below the anticipated placement and matching goal. 1

Table 6 also provides the number of days between application and interview for each of twenty-eight of the thirty-three participants. (Data were missing for five of the cases.) Among these, the elapsed time ranged from fourteen days (case #1) to nearly two years (case #32). For all (i.e., the total group) twenty-eight boys, the average time between application and interview was

¹Correspondence from the program (see Appendix) has documented the difficulties Big Brothers has had in securing appropriate referrals for the waiting list. In addition, according to the project director, many children are screened out at the point of initial inquiry and never actually complete a formal application. The reasons for applicant screening include: (1) the child lives in an area from which no applicants are being taken; (2) inappropriate age; (3) there is an adult male living in the household with the child; (4) the child has displayed openly psychotic behavior; (5) the child has been involved with a "gang"; and, (6) the child or the parent is not willing to endure the generally long wait for a match.

approximately 132 days. Separating the matched from the unmatched Little Brothers, the average was 88 days and approximately 149 days, respectively. However, because two cases (#29, #32) were so extreme, perhaps they should be deleted from the calculations, although such a deletion would not affect the matched group. After such a deletion, the average number of days between application and interview for the total group and the unmatched group of Little Brothers was approximately 97 days and 101 days, respectively. Before the deletion of the extreme cases, the median time between application and interview was approximately 107.5 days; and after deletion, 101 days.

Unit Cost Summary

During the first nine months of LEAA funding, the Big Brothers program spent \$32,045.18, of which \$28,840.66 constituted the federal share. Table 7 provides a fiscal summary for the LEAA funded portion of the Big Brothers operation.

Category	Amount Budgeted (12 months)	Total Expended (To Date)
Personnel	\$13,026.00	\$18,882.06
Fringe Benefits	3,330.00	2,989.93
Travel	1,611.00	834.12
Equipment	150.00	-0-
Supplies	300.00	402.53
Contractual Services	785.00	90.95
Other Direct Costs	11,632.00	6,051.17
Indirect Costs	2,915.00	2,694.42
Total	\$50,749.00	\$32,045.18

Based on the thirty-three program participants, the program averaged \$917.07 per participant. However, when the average cost per match was calculated, the average cost per match (nine) was \$3,560.58. Had the program been on schedule (i.e., had made three-quarters, or nineteen, of the twenty-five anticipated matches), the average cost per match would have been \$1,686.59.

Table 8 provides a comparison of costs of the Big Brothers program with the costs of a similar Big Sisters program.

Category	Big Brothers	Big Sisters	Percent Difference ^c
Cost/participant	\$ 971.07 (N=33)	\$ 825.48 (N=29)	15.0%
Cost/match	\$3,560.58 (N=9)	\$1,139.94 (N=21)	68.0%
Anticipated Cost/match ^d	\$1,686.59 (N=19)	\$ 629.97 (N=38)	62.6%

^aComputations for both programs are based on the first nine months of LEAA funded operations.

^bSee: Marye, Linda. Big Sisters of Greater New Orleans: A Process Evaluation. New Orleans: Mayor's Criminal Justice Coordinating Council; August, 1979; pp 32-33.

^cCalculations made from the Big Brothers cost as follows: $\frac{\text{Big Brothers} - \text{Big Sisters}}{\text{Big Brothers}} \times 100$

^dThat is, anticipated in the respective grant application.

As can be seen in Table 8, the cost for each of the categories compared was considerably greater than was the cost of the similar program for females.

SUMMARY AND RECOMMENDATIONS

Summary

Big Brothers of Greater New Orleans proposed to expand its program of facilitating matches between adult male volunteers and boys from father-absent homes with funds from a LEAA (mini-block) grant. During the first year of grant operation, the program intended to provide its services to an additional seventy-five boys, 51% of whom must have had prior contact with the juvenile justice system. It was anticipated that twenty-five boys would be matched with an adult volunteer and the rest placed on the waiting list.

During the period covered by this report (i.e., the first nine months of expanded operation), at least two problems interfered with the expansion of program services. First, the program merged with the larger organization, Associated Catholic Charities, both administratively and physically. Second, the executive director, the person primarily responsible for the planning and writing of the LEAA grant, resigned his position within the first month of expanded program operations. Although a new executive director was hired shortly thereafter, time was lost while she became familiar not only with the LEAA project, but also with the entire set of responsibilities associated with the position. These two organizational difficulties may serve somewhat to extenuate the problems of service delivery which were, at least partially, affected by the delayed start-up of expanded operations.

With services expected for an additional seventy-five Little Brothers during the first year of the grant period, approximately fifty-six should have been accepted into the program during the first nine months. However, project records indicated that only thirty-five had been accepted. Since two of those had terminated, the remaining thirty-three participants represented about 59% of those expected to have been accepted by September 30, 1979. Of the thirty-three accepted into the program, approximately 64% had prior contact with the juvenile justice system, although only five had any record of arrests.

With participation well below the expectations of the grant application, the service delivery associated with each of the related goals was similarly affected. After nine months of operation, it was expected that nineteen matches would be made. However, during that time only nine (48%) of the anticipated matches had been made. Problems getting referrals of appropriate children were documented by the program, as were problems associated with recruiting adult male volunteers (see Appendix).

Recommendations

While the program has attempted to address all its stated goals, this evaluation has noted some problems and difficulties to which future attention must be given to insure program effectiveness and efficiency. Several recommendations are suggested which might assist the program in realizing its goals.

- (1) Efforts to recruit adult male volunteers should be intensified. Since two-thirds of the matched Big Brothers first heard of the program through media advertisements, these should be increased. Subsidiary to this is the recommendation that a log be kept of all recruitment activities with some effort made to obtain feedback as to which specific activities are most effective.
- (2) The program, now relatively settled in its new location, should intensify efforts to significantly expand its services. This does not suggest transferring boys who have already been given program services into the LEAA segment of the program merely because of a prior contact with the criminal justice system. Rather, the program should actively expand the number of Little Brothers on the waiting list.
- (3) As data on the long-range impact goal, reduction of contacts with the criminal justice system, will apparently be lacking on most matches, additional indicators of behavioral improvement should be developed by the program and CJCC Staff.
- (4) Once the program has begun to increase the pool of adult male volunteers and the number of boys on the waiting list, efforts should be made toward reducing the amount of time, especially for Little Brothers, between application and interview and between application and match.
- (5) Regardless of convenience to the mothers or to the Big Brother volunteers, if the program intended to provide group meetings for these persons, steps should be taken immediately to establish such groups. If necessary, attendance should be required for continued program participation. Among the topics which should be discussed at these meetings are subsidiary services such as the availability of crisis counseling and other referrals.
- (6) Once a match has been made, the program should monitor it more closely. Something like a check-list log could be kept by the Big Brothers. This would include information such as date of visit, amount of time spent, and a brief description of activities.

To avoid unnecessary complications, such a log could be submitted quarterly.

- (7) The program should document all initial inquiries from potential Little Brothers, specifying the reason(s) for screening out those boys who otherwise might have applied to the program.

APPENDIX

A P P E N D I X

Included herein are several items of interest. First, a general description of the program distributed by the agency recruiter is provided. Second, three letters (dated July 30, 1979; October 8, 1979; and, November 2, 1979) to the Criminal Justice Coordinating Council monitor enumerate many of the difficulties the program has had. Finally, a letter to the program evaluator from the National Big Brothers Organization confirms the problem (which is experienced nationwide) of recruiting adult male volunteers.

WHO ARE LITTLE BROTHERS?

Little Brothers are boys living in single-parent families. They are children in need of a one-to-one relationship with a special adult friend.

Little Brothers are between the ages of 8 and 14. They live in single-parent families because of death, divorce, desertion, imprisonment or separation. The boys live with the mother or legal guardian and may have little or no contact with the absent parent.

Little Brothers are from all sorts of backgrounds and come in various sizes, colors, religions and nationalities.

The children and their families are referred to the agency by schools, courts, other social agencies, clergymen, relatives or the families may call on their own. The child and mother are asked to complete a thorough application and are personally interviewed by a professional staff member to help best determine the exact need in each (individual) situation.

All Little Brothers need and want the friendship of an adult to help them through difficult childhood experiences. Through their relationship with a Big Brother, they hopefully won't experience the problems that often beset children from single-parent families.

WHAT CAN THE VOLUNTEER EXPECT?

Each volunteer, before being matched, becomes fully acquainted with the agency and the basic expectations for being a Big Brother. He is matched with a child who has been selected for him based on his preferences, combined as closely as possible with other factors such as interests, personality, and location.

The volunteer can expect support from the agency including professional consultation, group meetings, and newsletters. While the agency does not encourage its volunteers to spend money on the child, it is realistic to assume that small amounts will be expended for food and other miscellaneous items.

It should be stressed that it is the volunteer's responsibility to call the Little Brother to arrange get togethers. He should expect the cooperation of the parent, but should remember the role of the volunteer is to relate to the child, not the mother.

The volunteer may realistically expect that being a Big Brother will be one of the most meaningful experiences of his life.

WHAT CAN A PARENT EXPECT?

Our Big Brothers are dedicated, caring people who have been carefully

screened by the agency. However, the parent must remember they are volunteers, and while they are given much support and assistance by the professional staff of the agency, they are not trained counselors or therapists. It is expected, however, that the volunteer will provide a consistent, ongoing relationship that is of great importance to the child.

In order for the match between a volunteer and Little Brother to be successful, it is important that the parent be supportive and helpful in the development of the relationship. The Big Brother is not a substitute parent, but is there to be a friend to the child. The parent should not expect the volunteer to be a disciplinarian, a babysitter, or a taxi service.

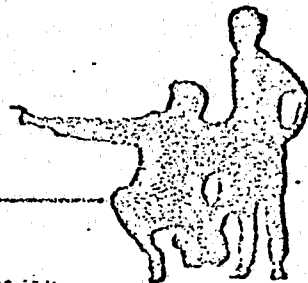
Big Brothers cannot solve all the child's problems. In fact, the parent may notice little immediate change in the child's attitude or behavior. Time and patience are important as all friendships take time and nourishment to grow.

Having a Big Brother usually results in a strengthening of family life. Having a good relationship with a volunteer usually assists a child in having a better relationship with family and friends.

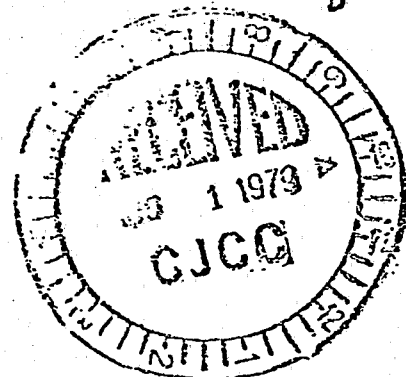
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BIG
BROTHERS of Greater New Orleans

A PROGRAM OF ASSOCIATED CATHOLIC CHARITIES of New Orleans, Inc.
2929 SOUTH CARROLLTON AVENUE, NEW ORLEANS, LOUISIANA 70118 (504) 821-5390



July 30, 1979



Mr. Eleck Craig, Grants Administrator
Criminal Justice Coordinating Council
1000 Howard Avenue, Suite 1200
New Orleans, LA 70113

Dear Eleck,

Thank you for your time and interest you showed in your visit to the office on July 18. I am anxious to make this project work as well as possible, and any help you can give will be most appreciated.

This letter is multi-purposed. First, I want to confirm the issues we discussed during your visit. Secondly, I want to enumerate some of the problems this project has encountered during the first two quarters of funding.

In regard to a confirmation, I would like your signature on the copy of this letter sent back to me so that I can be sure that we are both confirmed on the same issues. While you were in the office you read the letter I had written to Bob Rhoden on May 22 concerning the altering of certain goals in the grant. At that time you told me to consider those changes accepted and valid. I also discussed the issue of time sheets with you and was told that the time sheets already used were sufficient. Furthermore, in our discussion of the problems I am having with certain aspects of the grant, most noticeably in getting appropriate children referred, you advised me to write to you about any problems so that your office would know any difficulties the project is having. In that way the evaluator and other CJCC staff can take a more knowledgeable look at the project as a whole.

In regard to enumerating those problems, let me begin with the first quarter of the project. Big Brothers merged with Associated Catholic Charities effective January 1, 1979. That merger, itself, required much adjustment, not the least of which was a physical plant change. Then, personnel, budgetary, clerical, and other changes slowed everything down. Within a month's time the director of the project, the person who had written the grant, resigned from his position effective February 9, 1979. Prior to the former director's

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departure the staff was still not complete, and only rudimentary details of the grant had been accomplished. With my transfer from my previous position within the program to the new position, two positions needed to be filled. That was accomplished within two weeks. Along with learning a new job, there were then two new employees to orient. The grant proposal was carefully looked at during that time, and it became obvious that certain goals would have to be changed. Discussion began and some goals were eventually altered. The second quarter began with notification that the part-time caseworker was resigning and moving out of town. A search for a replacement began and the new worker was hired during the quarter. The biggest problem during the second quarter was lack of appropriate children for the waiting list. Most agencies representing the juvenile justice system were contacted by phone and in person in an attempt to change that situation. Two contacts with the director of juvenile probation produced no results. Both the Board of Directors of Big Brothers and the local Criminal Justice Coordinating Council have been notified of this problem, and both are working with the project director to correct the difficulty. With the first half of the year over, it seems unlikely that the total of 75 children will be accomplished. The director will continue working on that problem in hopes of remedying the discrepancy. Finally, recruitment of volunteers has been very slow. Possible reasons for the problem include the new location with its inherent phone problems and lack of a functioning public relations committee. The Public Relations committee is now functioning and many ideas are being tried out. The phone situation, with only one phone operator for a large building and not enough lines in or out, is still completely unsettled.

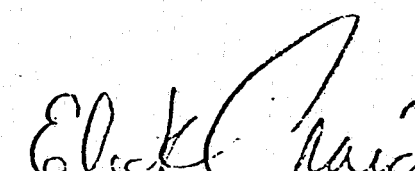
I hope this letter will make sure we are together on where the project has been and where it needs to go. If I can be of help in further explaining any part of the letter, please call. I will be waiting for your response and any additional information. Again, thank you for your help.

Sincerely,

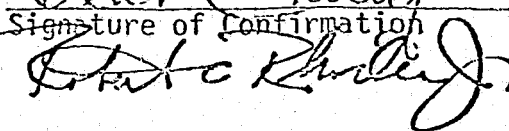


Sharon W. Leader, M.S.W., B.C.S.W.
Program Director

SWL/jb

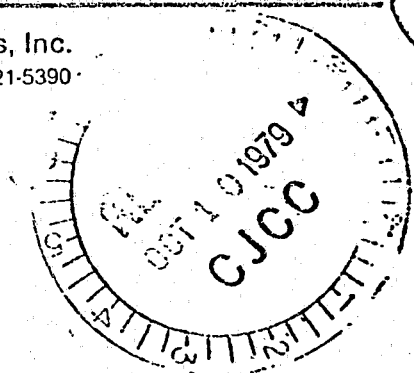
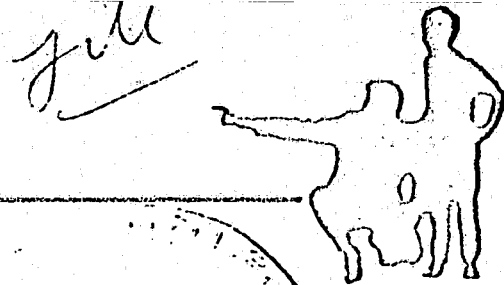


Signature of Confirmation



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A PROGRAM OF ASSOCIATED CATHOLIC CHARITIES of New Orleans, Inc.
2929 SOUTH CARROLLTON AVENUE, NEW ORLEANS, LOUISIANA 70118 (504) 821-5390



October 8, 1979

Mr. Eleck Craig, Grants Administrator
Criminal Justice Coordinating Council
1000 Howard Avenue, Suite 1200
New Orleans, Louisiana 70113

Dear Eleck,

With the end of the third quarter of the first year at hand, I decided to look closely at the feasibility of reaching the total number of matches and waiting-list boys as specified in the contract. Based on the number of boys currently matched and those needed by December 31, 1979, I feel very uncertain as to whether the contracted total can be reached. Because of all the problems this past year (as stated in the letter I wrote on 7/30/79), the likelihood of meeting the totals does not look good at this point.

As I have said on previous occasions, I want very much to have a first rate program and to work within the contractual guidelines. I have pursued every avenue you and members of the Board have suggested, as well as some of my own, but the situation has not changed dramatically. I am still willing to pursue any avenue available.

I am worried at this point that the probable failure of attaining the agreed-upon goals will have a negative effect on the grant next year. I would like some advice from your office as to how to remedy the current problem, if there is a remedy at this time, and would also like some candid comments from you regarding the effect these problems will have on next year's grant, especially as that relates to the budget.

As always, I look forward to hearing from you.

Sincerely,

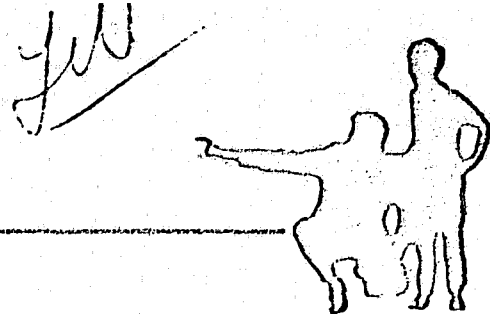
Sharon W. Leader, B.C.S.W.
Program Director

SWL/mp

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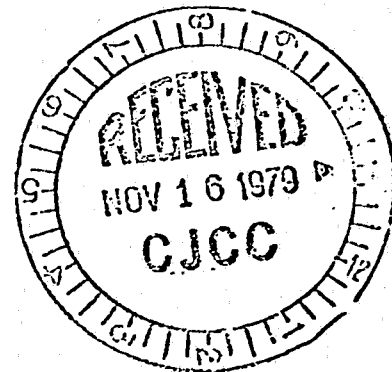
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A PROGRAM OF ASSOCIATED CATHOLIC CHARITIES of New Orleans, Inc.
2929 SOUTH CARROLLTON AVENUE, NEW ORLEANS, LOUISIANA 70118 (504) 821-5390



November 2, 1979

Mr. Eleck Craig
Criminal Justice Coordinating Council
1000 Howard Avenue, Suite 1200
New Orleans, Louisiana 70113



Dear Eleck,

This cover letter for the 1980 grant is included in order to enumerate the actions this agency has taken in an attempt to remedy the problems that have plagued the 1979 grant. These problems were enumerated in a letter to you dated 7/30/79.

In regard to the change in affiliation and administration, many months were spent working with Associated Catholic Charities and with CJCC and LCLE in an attempt to resolve the budgetary problems. That resolution has been accomplished, and that aspect of the program seems to be running smoothly. Also, I have worked with you and with Jack Ashcraft in order to run this program in compliance with the guidelines set down by your office. Since you have begun working with the program, my job has become easier in the sense of having a resource person available. Before you started as the monitor my letters and questions had been left unanswered.

In regard to getting the volunteers needed for the boys on our waiting list, many efforts have been made. Many of those efforts are still in the works. A public relations committee of the Big Brothers' Board of Directors has begun functioning. On that committee is an advertising executive, an insurance man, a lawyer with money connections in New Orleans, a Black television anchorman, a television sports announcer, and a director of another volunteer organization. That committee has put together a public service announcement with Archie Manning and is working on one with Councilman Sidney Barthelemy. A brochure for recruitment is being updated, and attempts have been made to get some newspaper coverage. The recruiter has been working with the program director and the public relations committee on all phases, as well as continuing his individual recruitment efforts, especially in the Black community. Contact with local TV and radio stations continues on an ongoing basis. Some new approaches to recruitment, including having corporations sponsor paid commercials during prime time hours on TV and hiring an answering service to have our

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phones open 24 hours a day are being looked into.

Finally, in regard to getting enough boys who are referred by the Juvenile Justice System, numerous efforts have been made and every avenue has been pursued. Multiple contacts have been made with the juvenile probation department, and there is finally one probation officer who has started referring boys to us. I have met with Capt. Dupaquier of the juvenile division of the New Orleans Police Department and with Harry Hull of the juvenile division of the district attorney's office. Both men referred me back to juvenile probation. I have also been working with the school board and have met with James Dean, the district superintendent who deals with students who are up for suspension. He will refer any appropriate boys to this office. He also wrote a letter to the principals of all middle and junior high schools, telling them about our program. Two of the staff at Big Brothers have begun going to some of those schools to tell the teachers more about us. Also, an article has been submitted to the superintendent's newsletter for release shortly. Dolores Aaron has been met with and communication with her has been continued. I have personally met with Judge Mule' and have had phone communication with the other juvenile judges. A simple brochure for mothers is near completion with the help of the public relations committee and that should help explain the program to concerned mothers. Various residential homes for boys and the Office of Youth Services have been visited as well. Letters of introduction have been sent twice to most mental health agencies and social service agencies.

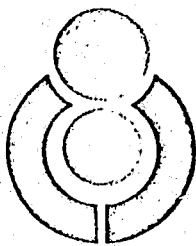
I hope that this letter will help show the efforts that have been made to reach the goals and objectives in the grant, and you can rest assured that those efforts will continue with the same vigor in the future. Thank you for all of your help.

Sincerely,



Sharon W. Leader, B.C.S.W.
Program Director

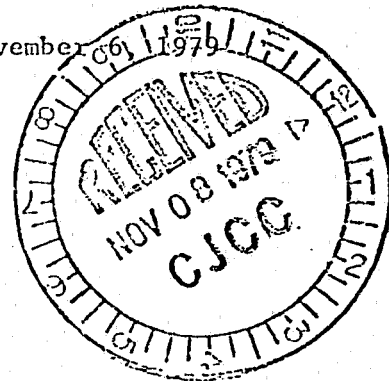
SWL/mp



BIG BROTHERS/BIG SISTERS OF AMERICA

MARGARET R. SLACK
National Field Representative

November 08 1979



Mr. Jack Ashcraft, Evaluator
Criminal Justice Coordinating Council
1000 Howard Avenue, Suite 1200
New Orleans, Louisiana 70113

Dear Mr. Ashcraft:

In a recent telephone conversation with Sharon Leader, Director of Big Brothers of Greater New Orleans, I learned that you had raised question regarding the availability of Big Brothers versus the availability of Big Sisters. It has been our experience throughout the country that agencies are more readily attracting Big Sister volunteers than Big Brother volunteers. In some cases the number of Big Sister volunteers waiting to be matched far exceed the number of Little Sister applicants. Yet, the exact opposite holds true for the male population with the number of Little Brother applicants far exceeding the number of Big Brother applicants.

There appears to be somewhat of a natural attraction between the female volunteer and the fact that our service involves direct contact with the child. In addition, some individuals feel that females tend to volunteer more readily than males. In any case, the situation which you have observed in the Big Brothers program of New Orleans and the Big Sisters program is not unusual.

Throughout the country, efforts are being made to increase the number of male volunteers involved in our program. In addition, efforts are being made to educate the single parent regarding Big Sister service, therefore, increasing the number of Little Sister referrals.

If I can be of further assistance, please feel free to contact me.

Sincerely,

Margaret R. Slack, ACSW
National Field Representative

cc: Sharon Leader, Director, Big Brothers of Greater New Orleans

MRS/la

END