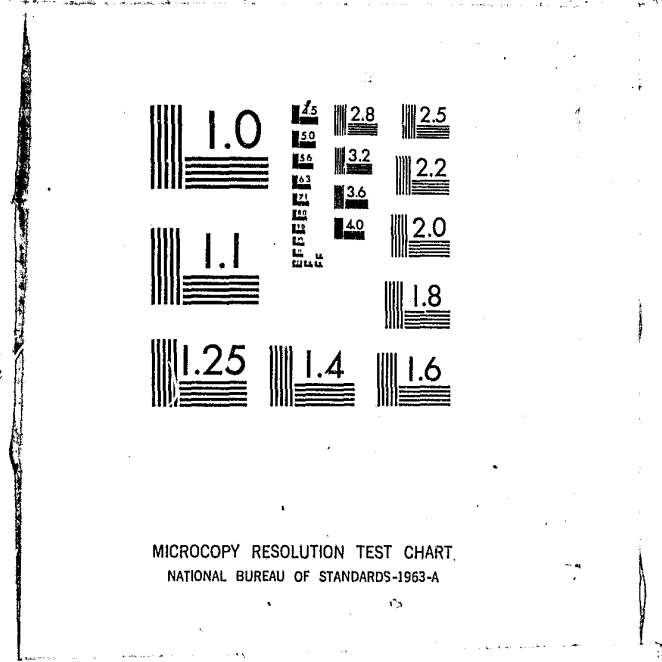


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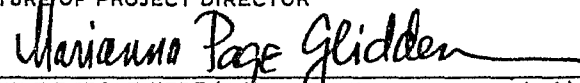
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 U. S. DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION		DISCRETIONARY GRANT PROGRESS REPORT	
GRANTEE The National Assembly of National Voluntary Health & Social Welfare Organizations, Inc.	LEAA GRANT NO. 78/JS/AX/0070	DATE OF REPORT 4/30/81	REPORT NO. Final
IMPLEMENTING SUBGRANTEE N.J.J.P.C.	TYPE OF REPORT <input type="checkbox"/> REGULAR QUARTERLY <input type="checkbox"/> SPECIAL REQUEST <input checked="" type="checkbox"/> FINAL REPORT		
SHORT TITLE OF PROJECT N.J.J.P.C.	GRANT AMOUNT \$948,581.42		
REPORT IS SUBMITTED FOR THE PERIOD October 1, 1978 THROUGH January 30, 1981			
SIGNATURE OF PROJECT DIRECTOR 	TYPED NAME & TITLE OF PROJECT DIRECTOR Marianna Page Glidden, Project Director		

COMMENCE REPORT HERE (Add continuation pages as required.)

Grant #78/JS/AX0070 was awarded to The National Assembly on behalf of twenty-two participating national organizations (subsequently twenty). The twenty national organizations comprised the National Juvenile Justice Program Collaboration (NJJPC) Task Force which oversaw the grant and carried out much of the action steps through on-going committee work. Participating agencies of the Task Force are:

- AFL-CIO, Department of Community Services
- American Red Cross
- Association of Junior Leagues
- Big Brothers/Big Sisters of America
- Boy Scouts of America
- Boys' Clubs of America
- Camp Fire, Inc.
- Girl Scouts of the U.S.A.
- Girls Clubs of America, Inc.
- JWB (Jewish Welfare Board)
- National Conference of Catholic Charities
- National HomeCaring Council, Inc.
- National Council of Jewish Women
- National Council of Negro Women, Inc.
- National Network of Runaway and Youth Services
- The Salvation Army
- Travelers Aid Association of America
- National Board, Y.W.C.A. of the U.S.A.
- National Council, Y.M.C.A. of the U.S.A.
- United Neighborhood Centers of America

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ACQUISITIONS

For the purpose of carrying out its agenda, the Task Force was composed of the following committees:

1) Cabinet

Chairs of each committee, plus Task Force Chair. Provided coordination leadership and guidance to project staff, and oversight of administrative developments.

RECEIVED BY GRANTEE STATE PLANNING AGENCY (Official)	DATE
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PROGRESS REPORTS--INSTRUCTIONS FOR LEAA DISCRETIONARY GRANTS

Grantees are required to submit Quarterly Progress Reports on project activities and accomplishments. No fixed requirements as to length or detail have been established, although some general guidelines appear below. It is expected that reports will include data appropriate to the stage of project development and in sufficient detail to provide a clear idea and summary of work and accomplishments to date. The following should be observed in preparation and submission of progress reports.

- a. Reporting Party. The party responsible for preparing the report will be the agency, whether grantee or subgrantee, actually implementing the project. Thus, where a State Planning Agency is the grantee but has subgranted funds to a particular unit or agency to carry on the project, the report should be prepared by the subgrantee.
- b. Due Date. Reports are submitted by the subgrantee to its State Planning Agency on a quarterly basis (i.e., as of June 30, September 30, December 31, and March 31) and are due at the cognizant Regional Office on the 30th day following the close of the quarter (unless specified otherwise by LEAA). The first report will be due after the close of the first full quarter following approval of the grant (i.e., for a grant approval on May 1 the first report will be due for the quarter ending September 30. It will cover the five month period May through September). The award recipient's final progress report will be due 90 days following the close of the project or any extension thereof.
- c. Form and Execution. Three (3) copies of each report should be submitted. However, five (5) copies must be submitted for all final reports. (If the grantee wishes to submit the same report to several agencies it may utilize LEAA Form 4587/1 (1-73) as a face sheet completing all items and attach the report to it.) If continuation pages are needed, plain bond paper is to be used. It should be noted that the report is to be signed by the person designated as project director on the grant application or any duly designated successor and reviewed by the person designated Planning Agency.
- d. Content. Reporting should be non-cumulative and describe only activities and accomplishments occurring during the reporting period. These activities and accomplishments should be described with specific attention to project phases or stages completed (e.g., initial planning stage, completion of preliminary survey effort, purchase of required equipment, staging of pilot training program, etc.). Reports should be concrete and specific concerning accomplishments (e.g., number of people trained, volume of correctional services provided, extent of equipment usage, etc.). Special emphasis should be placed on comparison of actual accomplishments to goals established for the report period. If established goals were not met, reasons for slippage must be given. Special reports, or design developments should be covered (e.g., changes in personnel, changes in project design, improvements or new methods introduced). Budget changes should be touched upon. Problem areas and critical observations should be mentioned and frankly discussed, as well as project successes.
- e. Dissemination. All three (3) copies of regular quarterly progress reports and all five (5) copies of final reports should be submitted to the subgrantee's State Planning Agency. After review the State Planning Agency will forward two (2) copies of the quarterly report and four (4) copies of the final report to the cognizant LEAA Regional Office. The Regional Office will route the reports to all interested LEAA units. Copies should also be provided to other agencies cooperating in or providing services to the project.
- f. Special Requirements. Special reporting requirements or instructions may be prescribed for discretionary projects in certain program or experimental areas to better assess impact and comparative effectiveness of the overall discretionary program. These will be communicated to affected grantees by LEAA.

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2) Project Management

Oversaw old and new site development. Responsible for sub-goals 1 and 2.

3) Capacity Building

Developed capacity building strategies for the Task Force. Responsible for sub-goal 3.

4. Advocacy

Developed advocacy strategies for the Task Force. Responsible for sub-goal 5.

5) Prevention

Developed prevention strategies for the Task Force. Not responsible for sub-goals within this grant award.

In addition, an Evaluation Committee acted as an advisory committee to the evaluation effort and contractors. (See Appendix for organization chart.)

The Task Force met on the following dates:

- September 11-12, 1978
- December 12, 1978
- March 8, 1979
- June 18, 1979
- September 26, 1979
- December 11, 1979
- March 18, 1980
- June 11, 1980
- October 7, 1980
- December 3, 1980

The goal(s) of the project were as follows:

PROJECT GOAL

TO DEVELOP THE CAPACITY OF THE NATIONAL VOLUNTARY ORGANIZATIONS AND THEIR LOCAL AFFILIATES TO SERVE STATUS OFFENDERS AND OTHER YOUTH AT RISK OF INSTITUTIONALIZATION AND TO DEVELOP, THROUGH COLLABORATION, COMMUNITY-BASED SERVICES FOR STATUS OFFENDERS AND YOUTH AT RISK OF INSTITUTIONALIZATION AS ALTERNATIVES TO DETENTION/ CORRECTION INSTITUTIONS.

NCJRC
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 ACQUISITIONS

SUB-GOALS:

1. To continue the development of local collaborations, established under the auspices of the N.J.J.P.C., toward their achievement of administrative autonomy and independent financing through local public and/or private funding.
2. To replicate the collaborative model in other communities which are prepared and desire to move forward in the building of collaboration and the development of their capacity to serve and advocate on the behalf of status offenders and other youth at risk of institutionalization.
3. To continue to enhance the capacity of the national voluntary organizations to assist and support their local affiliates in working collaboratively to provide community-based services to status offenders and other youth at risk of institutionalization and to deepen and broaden the organizations' commitment to the implementation of the Juvenile Justice and Delinquency Prevention Act and its amendments.
4. To develop a closer working relationship between the public and the private voluntary sectors, to improve and expand the delivery of community-based services to status offenders and other children at risk of institutionalization and prevent their confinement in institutions.
5. To form and/or maintain national and local community-wide advocacy programs to support and seek acceptance of the provisions of the JJDP Act and its amendments.

On December 1, 1978, in response to a request from OJJDP, a detailed workplan was filed and subsequently approved by OJJDP, which established specific timelines and action steps for the accomplishment of the project goal and sub-goals. This Final Report utilizes that workplan for the purpose of commentary on goal achievement. A copy is appended. (Appendix A)

SUB-GOAL I:

TO CONTINUE THE DEVELOPMENT OF LOCAL COLLABORATIONS, ESTABLISHED UNDER THE AUSPICES OF THE N.J.J.P.C., TOWARD THEIR ACHIEVEMENT OF ADMINISTRATIVE AUTONOMY AND INDEPENDENT FINANCING THROUGH LOCAL PUBLIC AND/OR PRIVATE FUNDING.

OBJECTIVE A: By June 30, 1979, the present 5 community efforts (Tucson, Oakland, Spartanburg, Danbury, Torrington) will be established as independent, ongoing structures for voluntary sector collaboration on the juvenile justice agenda.

OBJECTIVE B: By September 30, 1979, the Connecticut Justice for Children Collaboration will be established as an independent, on-going structure, involving local affiliates in a state-wide citizen education, advocacy and system-change effort related to the issues in juvenile justice and service delivery.

Strategy 1: To develop and implement, in each of the established sites, a "third year plan" detailing goals and objectives for continued program activities: capacity-building, advocacy and services.

<u>ACTION STEPS</u>	<u>COMMENTS</u>
Step 1: Current sites evaluate their activities in all areas over the past two years.	(1) Completed 6/1/78.
Step 2: Current sites submit (to Project Management Committee) detailed "third year" plans.	(2) Completed 6/1/78 for all sites except Oakland, which was completed in 12/78.
Step 3: "Third Year" plans re-viewed and approved (pending any necessary revisions).	(3) Completed 11/17/78 for all sites except Oakland, which was completed in 1/79.
Step 4: Direct services implemented in the established sites.	(4) Completed as specified. Minimum additional funding was provided to sites for fourth year activities on a formula/match basis.
Step 5: Advocacy programs implemented in the established sites.	(5) Completed as specified. Minimum additional funding was provided to sites for fourth year activities on a formula/match basis.
Step 6: Capacity-building programs implemented in the established sites.	(6) Completed as specified. Minimum additional funding was provided to sites for fourth year activities on a formula/match basis.

Commentary:

During the third year, all sites continued collaborative programming in the areas of Advocacy, Capacity Building, and Direct Services. Advocacy activities in all sites included public service announcements (radio, TV, and print advertisements), community forums, speaking

engagements/speakers bureaus, newsletters, and legislative activities. Capacity Building activities included board and staff training workshops and seminars on topics related to juvenile justice and services for status offenders; needs assessment planning and implementation; collaborative program planning and development; and grantsmanship. While Direct Services were conducted in each site during the third year, implementation varied from site to site. Tucson implemented four collaborative direct service programs funded by NJJPC, while Oakland continued Project VICTORY (a collaborative effort that brought together five National Assembly affiliates) for an additional year through NJJPC funding. Direct Services in Torrington, Danbury, and Spartanburg were implemented solely through local funding sources.

During the fourth year, NJJPC allowed for a one-quarter funding match in all sites, conditioned upon each site's securing a three-quarter local funding for its overall budget. While varying in size, all sites were able to secure local funding for their collaborations, and therefore a one-quarter match was provided.

STRATEGY 2: To maintain, for one additional year, national support services to provide ongoing technical assistance to the established sites in securing independent funding, administration, capacity-building, advocacy and the continued development of community-based services as alternatives to institutionalization of status offenders and other youth at risk of institutionalization (dependent, neglected, and abused).

<u>ACTION STEPS</u>	<u>COMMENTS</u>
Step 1: Continue the National Project Staff.	(1) Completed 10/3/78-1/30/81.
Step 2: Project Management Committee meets on a regular basis.	(2) Committee met regularly between 10/3/78-1/30/81.
Step 3: Assure preparation of an inventory of existing technical assistance resources both within the Task Force (national agencies) and outside sources.	(3) Completed 4/1/79.
Step 4: Assessment of established sites technical assistance needs for the accomplishment of their "third year" work plans; requests and responses coordinated through Project Management Committee.	(4) Assessment period 11/15/78 to 1/15/79. Technical assistance was ongoing.
Step 5: Obtain letters of agreement from the national agencies to provide technical assistance as needed and as appropriate.	(5) Letters of agreement never specifically addressed. However, national agencies provided technical assistance as needed.

Step 6: Provide ongoing technical assistance to the established sites, as needed, to achieve continuation and transition to independent status:

a) Develop, in each site, a schedule of local funding clinics and seminars for agency leadership participating in collaborative efforts.

b) Facilitate joint planning and the creative utilization of new and/or existing resources for the provision of services to status offenders.

c) Provide specific technical assistance in grant application preparation, in "advance intelligence" about forthcoming program initiatives of various potential funding agencies, and in the preparation and negotiation of specific proposals.

d) Provide technical assistance in public interpretation and in approaches to potential corporate and private foundation support.

(6) Technical assistance was provided by national staff, Task Force agencies, and consultants as needed. On the national level, local staff and representatives participated in training sessions held at national retreats/training. A funding clinic was held in each site. At least two representatives per site attended grantsmanship training provided by The Grantsmanship Training Center. National staff also provided ongoing materials concerning program initiatives, including assistance as needed.

Commentary:

National Project Staff was on board at the commencement of the grant, having carried over from the previous grant. During the course of the grant, the basic staffing pattern remained constant, although some of the personnel changed.

Project Director
Associate Project Director
Program Officer
Administrative Officer
Secretarial Support

John Wood
Marianna Page Glidden
Robert Murphy
Ralph Marash/Jerilyn Collier
Varied

In February 1980, John Wood left the project to assume the directorship of another grant awarded to The National Assembly. Marianna Page Glidden was promoted to National Project Director and appointed Robert Murphy as Assistant Director. The Program Officer position was eliminated for the last year. Eraida Chica served as Project Secretary during this latter period.

STRATEGY 3: To develop, by June 30, 1979 (September 30, 1979, in the case of Connecticut state-wide), the capacity of the established collaborations to fund and administer their own local operations, component projects, and program activities, drawing resources from local public and private sources.

ACTION STEPS

COMMENTS

Step 1: Develop criteria for fiscal/administrative independence.

(1) Completed 10/3/78

Step 2: Submission of detailed site plans for the local funding of the established collaborations beyond the "third year."

(2) Completed 5/1/79

Step 3: Review and approval (pending necessary revisions of the plans for "fourth year" fiscal/administrative independence.

(3) Completed 5/30/79

Step 4: Submission of regular reports on efforts to implement this objective.

(4) Sites were required to submit monthly reports in their third year; quarterly reports in their fourth year.

Commentary:

Responsibility for the monitoring of local sites rested with the National Staff and Project Management Committee. Each site was thoroughly analyzed and assessed as to movement toward administrative autonomy, development of local funding capacities, program performance, administrative performance, and submission of a viable plan for their fourth year. Based upon these assessments, judgments were made as to the point at which each site would become autonomous. While several of the sites incorporated, one appointed an agency member to act as fiduciary on the collaboration's behalf, and two others merged with other organizations:

- Pima County (Tucson, Arizona), incorporated in June 1979 as the Pima County Collaboration for Children and Youth.
- Spartanburg County (Spartanburg, South Carolina), incorporated October 1978 as the Juvenile Justice Collaboration of Spartanburg County.

- ICE (Oakland, California), incorporated in May 1979 as The Inter-Agency Collaboration Effort; utilized the YWCA of Oakland as fiduciary agent.
- Connecticut Statewide (Hartford, Connecticut), incorporated December 1978 as the Connecticut Justice for Children Collaboration.
- Torrington Collaboration (Torrington, Connecticut) merged with the Community Council of Northwestern Connecticut, Inc., and was subsequently reestablished as the Youth Service Bureau in the Spring of 1980.
- Danbury Collaboration (Danbury, Connecticut) merged with The Danbury Regional Commission on Child Care, Rights and Abuse, Inc., as the Youth Task Force in the Summer of 1979.

As of the end of the project period, all sites were continuing, although modifications in structure and membership occurred.

SUB-GOAL 2:

TO REPLICATE THE COLLABORATIVE MODEL IN OTHER COMMUNITIES WHICH ARE PREPARED AND DESIRE TO MOVE FORWARD IN THE BUILDING OF COLLABORATION AND THE DEVELOPMENT OF THEIR CAPACITY TO SERVE AND ADVOCATE ON BEHALF OF STATUS OFFENDERS AND OTHER YOUTH AT RISK OF INSTITUTIONALIZATION.

OBJECTIVE A: By September 30, 1980, local juvenile justice collaborations, related to the national effort will have been established in ten additional communities.

OBJECTIVE B: By September 30, 1980, the National Project will have provided limited on-site assistance to twenty additional communities in developing their own, local collaborative approaches to voluntary agency involvement in capacity-building, advocacy and the provision of community-based services as alternatives to detention/institutionalization.

STRATEGY 1: To develop and apply operational criteria for site selection.

<u>ACTION STEPS</u>	<u>COMMENTS</u>
Step 1: Review selection criteria from different projects.	(1) Completed 11/1/78.
Step 2: Review first two year's selection criteria.	(2) Completed 11/1/78.

- Step 3: Obtain national agencies input on site possibilities. (3) Completed 11/10/78.
- Step 4: Obtain OJJDP preferences, if any. (4) Completed 11/10/78.
- Step 5: Develop criteria. (5) Completed 11/17/78.
- Step 6: Develop and implement a selection process to identify a maximum of 40 sites. Process to include site investigation (on-site and/or written inquiry). Rate ten "top sites." (6) Preliminary identification completed 2/1/79. However, this strategy was subsequently modified. See commentary below under Strategy 2.
- Step 7: Secure demonstration of site interest, including interest of local affiliates/public agencies. (7) Strategy was modified. See commentary below under Strategy 2.
- Step 8: Identify convening agency or individual in each site. (8) Strategy was modified. See commentary below under Strategy 2.

Commentary:

National project staff and Project Management Committee established criteria for site selection. Based upon the criteria and suggestions from participating Task Force agencies, a preliminary universe of 60-65 communities were identified. Based upon OJJDP input, 14 communities were eliminated from consideration because they were project sites for other OJJDP efforts, or they did not meet site selection criteria such as community size or insufficient population. In addition, communities which had indicated interest on their own initiative, and/or had been strongly recommended by Task Force members, were reviewed by the Task Force and prioritized. Communities with a high priority were contacted and advised of Project interest in initiating preliminary investigation/discussion for potential selection as a site.

STRATEGY 2: To select a maximum of ten sites and provide concerted technical assistance and support to assist in the development of local community collaborations.

<u>ACTION STEPS</u>	<u>COMMENTS</u>
Step 1: Select ten sites.	(1) Strategy was modified. See commentary below.

Step 2: Provide assistance to ten sites:

(2) Strategy was modified. See commentary below.

a) Distill from established sites common developmental steps; create a "manual."

b) Obtain letter of agreement from each site.

c) Analyze site conditions, including previous collaborative experience, status of juvenile justice system.

d) Work with local leadership to develop a plan that would include the site's technical assistance needs.

e) Identify technical assistance resources in the Task Force member agencies, in the established sites, and in non-project-related sources.

f) Deliver technical assistance to the sites, as needed.

Step 3: Monitor and assess the extent to which collaborations are established and direct services to status offenders and other youth at risk are increased.

(3) Strategy was modified. See commentary below.

Commentary:

Early in the project, the following sites were contacted and/or visited to discuss site and Task Force interest as potential site for collaborative development:

1. Ft. Worth, Texas
2. Oakland County, Michigan
3. Calhoun County, Michigan
4. Fort Myers, Florida
5. Memphis, Tennessee
6. Medina, Ohio
7. West Lafayette, Indiana
8. Grand Portage, Minnesota
9. Providence, Rhode Island
10. The Chinese Community in Boston, Massachusetts

11. Mashpee, Massachusetts
12. Pueblo, Colorado
13. Louisville, Kentucky
14. St. Paul, Minnesota
15. Worcester, Massachusetts
16. Allentown, Pennsylvania
17. Atlanta, Georgia
18. Birmingham, Alabama
19. Delaware
20. Fairfax, Virginia
21. Harrisburg, Pennsylvania
22. Kensington Area, Philadelphia, Pennsylvania
23. Larchmont-Mamaroneck, New York
24. Lima, Ohio
25. Madison, Wisconsin
26. Neenah, Wisconsin
27. Springfield, Massachusetts

Due to poor response and lack of interest from many of the potential sites contacted and assessments of previous site difficulties and successes, the original strategy of going unsolicited into communities was modified to one in which site selection and assistance would only be provided to communities inviting our participation. An aggressive outreach strategy was designed, linked to regional training events being planned by the project (see Sub-goal 3) in six geographic areas of the country and drawing on affiliates from communities across the country, and the annual meetings of the national organizations. A major focus of the conferences was consciousness raising of local affiliates to the needs of status offenders, youth at risk, deinstitutionalization, the need for community-based services, the roles that they could play as agency affiliates in meeting those needs, how collaboration could be used as an effective way to help local agencies meet the needs, etc.

As a result of the regional conferences and the stimulation to affiliates at agency annual meetings, conferences, and workshops, NJJPC followed up with private and public agencies in communities to explore further agency interest in establishing a collaboration:

- | | |
|--------------------------|---------------------------|
| Salem, Oregon | Nassau County, New York |
| Memphis, Tennessee | Syracuse, New York |
| Norfolk, Virginia | Charlotte, North Carolina |
| Virginia Beach, Virginia | Jacksonville, Florida |
| State of Florida | Silver Springs, Maryland |
| Louisville, Kentucky | District of Columbia |
| Pueblo, Colorado | State of Alaska |
| St. Paul, Minnesota | State of Hawaii |
| Worcester, Massachusetts | State of Maine |
| Lake Charles, Louisiana | State of Virginia |

While there was clear interest expressed by individual persons in many of the communities, ultimately only three communities emerged as viable sites where concerted technical assistance was provided on an on-going basis:

1. Norfolk, Virginia/Virginia Beach, Virginia
2. Fort Worth, Texas
3. Silver Spring, Maryland/Washington, D.C.

While not meeting our original goal, the project did produce a major how-to publication, Community Collaboration, A Manual For Voluntary Sector Organizations, which drew upon the learnings of the original collaboration sites, and laid out a community development strategy. A copy is appended as Appendix B. This manual, which was finalized toward the end of the project, will be used by the Task Force, and forwarded to communities interested in developing collaborations.

STRATEGY 3: To select and provide limited technical assistance to a maximum of twenty communities that wish to develop local collaboration.

<u>ACTION STEPS</u>	<u>COMMENTS</u>
Step 1: Select a maximum of twenty sites: a) Utilize selection process identified above. Identify and screen the remaining sites for feasibility of National Project involvement. b) Select maximum of twenty sites.	(1) See Commentary under Strategies 2 and 3.
Step 2: Develop a "script" for on-sight visits that would: a) explain and promote the concept of the NJJPC; b) stimulate interest in forming a local collaboration; c) provide models of collaboration and of approaches to capacity-building, advocacy and the provision of community-based services.	(2) See Commentary under Strategies 2 and 3.
Step 3: Obtain, from each potential site, a letter of agreement that commits the site to prepare and submit follow-up reports.	(3) See Commentary under Strategies 2 and 3.

Step 4: Provide on-site technical assistance, not to exceed two working days and conditional upon agreement to submit follow-up reports within 90 days of the visit and 12 months after the visit.

(4) See Commentary under Strategies 2 and 3

Commentary:

The project was more successful in providing limited technical assistance to eleven communities. Technical assistance consisted of on-site consultation with public and private agencies (in some cases, private agencies only), in groups and individually, to discuss the benefits of community collaboration, strategies for developing collaborations, needs of status offenders and youth at risk, program concepts, capacity building initiatives, etc. On-site limited assistance was provided to the following communities:

- Oakland County, Michigan
- Metropolitan Detroit, Michigan
- Ft. Myers, Florida
- Pasco County, Florida
- Panellas County, Florida
- Manatee County, Florida
- Hillsborough County, Florida
- Salem, Oregon
- Memphis, Tennessee
- Calhoun County, Michigan
- Pueblo, Colorado

OBJECTIVE C: During the life of the Project, a wide variety of communities and individuals will have learned of our effort and been given opportunity to share their interest and/or experience.

STRATEGY: To provide an information exchange with communities and individuals who express interest in staying informed of the progress and learnings of the NJJPC.

<u>ACTION STEPS</u>	<u>COMMENTS</u>
Step 1: Periodically review and refine Project materials/information package.	(1) Review and production of materials occurred on an on-going basis.
Step 2: Respond to each request.	(2) Occurred on an on-going basis.
Step 3: Add inquirers to (quarterly) Bulletin mailing list.	(3) Occurred on an on-going basis.

- Step 4: Maintain log. (4) Occurred on an on-going basis.
- Step 5: Report to LEAA on the level of interest and circle of contact. (5) Never specifically addressed.

Commentary:

During the life of the project:

1) Project materials developed consisted of:

- See Jane Run, a three-act 50-minute film depicting a female runaway and her involvement in the juvenile justice system.
- Handbook guide for See Jane Run, for use by groups showing the film.
- A flyer announcement of See Jane Run.
- Five thousand issues of Working Together, a bulletin concerning NJJPC activities.
- Community Collaboration: A Manual For Voluntary Sector Organizations, a "how-to" manual on community development.
- Working Together - Advocacy for Change: A Manual For Voluntary Sector Organizations, a "how-to" manual on advocacy.
- Program Models, a selection of innovative programs from the original demonstration sites.

Note: Copies of all materials are appended to this report.

- 2) Compilation of project materials were sent to public agencies, professors, deans of schools of social work, trainers, youth and family service organizations, and varied coalitions and collaborations.
- 3) Over 900 requests for specific project materials were responded to, from fifty states, the District of Columbia and two countries.
- 4) Project materials were distributed at:

- NJJPC/NYEP Joint Training Programs
- Seventeen annual meetings of national organizations/board meetings
- Various conferences, i.e., National Conference of Juvenile Court Judges, National Conference of Social Welfare, and Western Regional Interagency Conference.

5) Newsletters sent to a mailing list of three thousand.

SUB-GOAL 3:

TO CONTINUE TO ENHANCE THE CAPACITY OF THE NATIONAL VOLUNTARY ORGANIZATIONS TO ASSIST AND SUPPORT THEIR LOCAL AFFILIATES IN WORKING COLLABORATIVELY TO PROVIDE COMMUNITY-BASED SERVICES TO STATUS OFFENDERS AND OTHER YOUTH AT RISK OF INSTITUTIONALIZATION AND TO DEEPEN AND BROADEN THE ORGANIZATIONS' COMMITMENT TO THE IMPLEMENTATION OF THE J.J.D.P. ACT AND ITS AMENDMENTS.

OBJECTIVE A: By April 10, 1979, each of the 23 Task Force Organizations will have been interviewed to determine the status of that organization relative to its work with Youth At Risk; i.e., planning, priorities, advocacy, assigned staff, specific needs, resources to share, etc.

ACTION STEPS

COMMENTS

- Step 1: By November 13, 1978, the Capacity-Building Work Group will have met with Westinghouse Consultant to discuss Project and determine appropriate procedures. (1) Completed 11/3/78.
- Step 2: By December 14, 1978, representatives of Capacity-Building, Advocacy, Prevention, and Project Management Work Groups will have met with Consultant to design interview and monitoring instruments. (2) Completed 12/14/78.
- Step 3: By December 20, 1978, interviewers will be enlisted from Task Force organizations. (3) Completed 12/20/78.
- Step 4: By January 15, 1979, instruments will be developed in their final form and orientation and training sessions held to prepare interviewers for their tasks. (4) Completed 1/15/79.

- Step 5: By April 30, 1979, inter-views of chief executives/ key staff and board personnel in each organization will be completed. (5) Completed (19 of 22) 4/30/79.
- Step 6: By June 15, 1979, an analysis of each organiza-tion's status will be com-pleted from data received and an assessment made of individual organizational needs and resources available. (6) Completed 6/18/79.

Commentary:

With technical assistance provided by Westinghouse National Issues Center (via Mr. Robert Aptekar, Mott McDonald Associates, Inc.), interview instruments were developed and field tested. A copy of the interview instrument (Capacity Building Needs Assessment Inter-view Guide) can be found in Appendix C. Upon finalization of the instruments, volunteer interview teams, from among Task Force members, were recruited and trained. Letters were sent to each chief executive and national board president requesting appointments for an interview. By June, nineteen interviews had been completed. The interview data, which would provide the base for future activities during the pro-ject, was forwarded to and analyzed by Behavior Associates, the evaluators of the NJJPC project. The results of their analysis were presented to the national Task Force at their meeting on June 18, 1979, and recommendations incorporated into the work plans of NJJPC's sub-committees (Capacity Building, Advocacy, Project Management, and Prevention). A copy of the analysis conducted by Behavior Associates (Capacity Building Questionnaire: Preliminary Results--Partial) can be found in Appendix D. A report on the analysis, recommendations, and follow-up strategies was presented to The National Assembly's Board of Directors in October 1979.

OBJECTIVE B: By September 30, 1980, each of the national boards of Task Force will complete a board sensitization program on the benefits of collaboration and the issues of capacity-building (i.e., need for community-based services for status offenders).

ACTION STEPS

COMMENTS

- Step 1: By December 31, 1978, the Capacity-Building Work Group will develop a Calendar of national board meeting dates for 1979-1980. (1) Completed 12/31/78.

- Step 2: By January 31, 1979, the Capacity-Building Work Group (in conjunction with the Advocacy Group and others) will develop an "awareness improvement" presentation for national boards. (2) Completed 1/31/79.
 - a) The "model presentation" will be modified as appropri-ate to each use.
- Step 3: Between February 1, 1978, and September 30, 1980, presen-tations will be scheduled with each National Board. (3) On-going through 1/30/81.
 - a) Letter seeking time on board agenda will be sent by Task Force Chair to each national chief executive.
 - b) Capacity-Building Work Group will assure on-going orientation/training of national Task Force representatives making presentations.

Commentary:

From May 1979 through January 1981, presentations on collaboration, services to and advocacy for status offenders were conducted by members of the Task Force, with the national boards of directors of the following organizations:

- American Red Cross
- Camp Fire, Inc.
- Girls Clubs of America
- National Council on Crime and Delinquency
- National Council of YMCAs of the USA
- National Board, YWCA of the USA

OBJECTIVE C: By September 30, 1980, the NJJPC will have collaborated with the National Youthworker Education Project to orient the regional personnel of NJJPC organizations to the goals and resources of both projects.

ACTION STEPS

COMMENTS

Step 1: By December 31, 1978, members of the Capacity-Building Work Group and the National Youthworker Education Project will meet to determine how joint programming could be accomplished.

Step 2: At the January 14-16, 1979 regional meeting of the NYEP, NJJPC will make a presentation and encourage local NJJPC organizational representation to attend the meeting.

(1) Completed 12/31/78.

(2) Completed 1/16/79.

a) NJJPC Task Force members will send letters to local units in the region encouraging their attendance.

Step 3: By November 15, 1979, NJJPC will have collaborated with NYEP in sponsoring workshops (perhaps related to future regional meetings of NYEP) which will orient key representatives of each group to the agendas and resources of each Project.

(3) Completed 11/15/79.

Commentary:

A proposal to the Lilly Endowment (the major funding source for the NYEP project), requesting supplemental funding to help underwrite NJJPC's participation in six (6) NYEP conferences, was developed by the Capacity Building Work Group, approved by the Task Force, and submitted on March 16, 1979. On July 20, 1979, NJJPC was notified that a grant of \$7,000 was awarded.

Each participating national organization was asked to nominate up to three representatives from their local affiliates to attend each of the six NYEP/NJJPC conferences. In addition, "faculty" teams of NJJPC Task Force members for each conference were identified.

The NYEP/NJJPC Regional Conferences were held as follows:

<u>Date</u>	<u>Site</u>	<u>No. of NJJPC Participants</u>
September 12-14, 1971	Seattle, Washington	15
September 30 to October 2, 1979	Ashland, Massachusetts	20
October 3-5, 1979	East Brunswick, N.J.	14
October 24-26, 1979	Memphis, Tennessee*	6
November 7-9, 1979	Memphis, Tennessee	15
November 11-13, 1979	Washington, D. C.	27

* Memphis was chosen as the host city for this conference as five of the states in the region (Georgia, North and South Carolina, Alabama, Florida) had not ratified the Equal Rights Amendment, a determining factor for NYEP. For a full report on the conference, see Appendix E.

OBJECTIVE D: By September 30, 1980, twelve Task Force organizations will have sponsored workshops on juvenile justice collaboration at their national or regional meetings.

ACTION STEPS

COMMENTS

Step 1: By December 12, 1978, a Calendar of all national or regional conferences sponsored by NJJPC organizations will be developed.

(1) Completed 12/12/78

Step 2: By January 15, 1979, organizations holding national or regional conferences will have been contacted and asked to include a workshop on Juvenile Justice Collaboration on their agenda.

(2) On-going through 1/30/81

Step 3: By February 1, 1979, a program format will have been developed to serve as a guide for organizational workshops.

(3) Completed 2/1/79.

Commentary:

From May 1979 through January 1981, presentations on collaboration, services to and advocacy for status offenders were conducted by members of the National Task Force at eleven national conferences, as follows:

- American Red Cross
- Association of Junior Leagues
- Big Brothers/Big Sisters of America
- Boy Scouts of America
- Boys' Clubs of America
- Camp Fire, Inc.
- Girls Clubs of America
- Girl Scouts of the U.S.A.
- National Conference of Catholic Charities
- The National Network
- National Council of YMCA's of the U.S.A.

OBJECTIVE E: By September 30, 1980, each participating organization will have in place a system for sharing other participating organizations' resource materials (related to collaboration, status offenders, etc.) with their local affiliates.

<u>ACTION STEPS</u>	<u>COMMENTS</u>
Step 1: By April 30, 1979, each of the 22 Task Force organizations will have been interviewed to determine the kinds of resource materials currently available within each national organization.	(1) Partially completed, along with Objective A.
Step 2: By June 30, 1979, the NJJPC will have developed a <u>compendium of the resources</u> that are available within the member organizations.	(2) Strategy was modified. See Commentary.
Step 3: By June 30, 1979, the Capacity-Building Work Group, with the assistance of the Westinghouse Issues Center, will have developed a system for "inter-agency exchange." This system will be presented to the national Task Force for approval and buy-in.	(3) Strategy was modified. See Commentary.

Commentary:

Members of the Capacity-Building Work Group met with representatives from the National Office for Social Responsibility (NOSR) to develop a system for inter-organizational sharing of resource material. A questionnaire to identify resources (both personnel and materials) was developed in twelve key areas:

1. Activities Management System
2. Program Administration
3. Communications
4. Community/Youth Needs Assessment
5. Agency Self-Assessment
6. Program Skills
7. Corporate Planning
8. Program Evaluation
9. Volunteers
10. Staff Training
11. Board Member Training
12. Youth Involvement

The questionnaire and review sheet were distributed to the Task Force on December 11, 1979. At that time, "review teams" were also identified. Based on a low response rate, the Capacity-Building Work Group recommended holding off on the resource compendium until after the June 11th Training Conference (Objective F). Subsequently, the design of a resource compendium was incorporated into The National Assembly's plans for an inter-agency resource exchange system.

OBJECTIVE F: By September 30, 1979, all Task Force organizations will increase the technical skills of key national and regional staff members on the issues of collaboration and capacity-building for service to status offenders.

<u>ACTION STEPS</u>	<u>COMMENTS</u>
Step 1: By June 15, 1979, the analysis of each organization's needs (as outlined under Objective A, above) will be studied to determine how the NJJPC can assist in increasing the technical skills of key staff of member organizations.	(1) Completed 9/30/79.
Step 2: By September 15, 1979, a plan will have been developed to increase staff competence, drawing on available resources within the Task Force member organizations.	(2) Completed 9/30/79.

Step 3: By September 30, 1980, at least two training events will be conducted by the NJJPC for skills development of key staff members of member organizations. (3) Revised to one training event conducted 6/11/80.

Step 4: By September 30, 1980, each member organization will have available a list of resources available to it through the collaboration (persons/materials). (4) Incorporated into Objective E.

Commentary:

As a prelude to implementation of the training event, the Task Force recommended seeking input from the field service executives of participating organizations. On February 8, 1980, a meeting with the field service executives was held. They endorsed the proposed orientation/training conference and suggested that participants include the training directors, the communication directors, the field service executives, program directors, and board members.

On June 11, 1980, the training/orientation conference was held at the national headquarters of the Girl Scouts of the U.S.A. Fourteen national organizations attended. (Two other organizations indicated interest, but were unable to attend due to conflicts with their annual meetings.)

- AFL-CIO, Dept. of Community Services
- American Red Cross
- Association of Junior Leagues
- *Big Brothers/Big Sisters of America
- Boy Scouts of America
- Boys' Clubs of America
- Camp Fire, Inc.
- Girl Scouts of the U.S.A.
- Girls Clubs of America
- National Conference of Catholic Charities
- National Council of Jewish Women
- National Council of Negro Women
- The National Network
- *The Salvation Army
- National Council, YMCAs of the U.S.A.
- National Board, YWCA of the U.S.A.

* Unable to attend due to annual meetings, but designated persons to receive conference materials and reports.

A total of 70 persons participated in the training event and feedback/evaluation indicated that it was an extremely important and productive meeting for all. A conference summary is included as Appendix F.

OBJECTIVE G: By September 30, 1980, twelve organizations will have collaborated with at least one other Task Force organization to enhance their own capacity-building efforts.

ACTION STEPS

COMMENTS

Step 1: By June 30, 1978, Task Force organizations will have identified at least one major capacity-building project which they will be undertaking and will suggest at least one other Task Force organization with which they would like to work to achieve their goal. (1) Not implemented.

Step 2: By September 30, 1980, at least twelve pairings of organizations will have worked together to increase their own capacity-building skills (e.g., evaluation techniques, grantsmanships efforts, advocacy, communications and interpretation, volunteer development, etc.). (2) Not implemented.

Commentary:

Under the timelines of this grant, it was not possible to formally implement the "pairings" of organizations as hoped. However, this "coming together" of organizations on the national level to collaborate on issues of importance continues today.

OBJECTIVE H: By September 30, 1980, the National Task Force will be comprised of a representative from the national boards of each participating organization plus a key program staff member from the national office of each participating organization.

ACTION STEPS

COMMENTS

Step 1: By December 31, 1978, the Capacity-Group will have identified the number of organizations which do not, as yet, have both a national board member and key program staff member represented on the National Task Force. (1) Completed 12/31/78.

Step 2: By February 28, 1979, the Task Force will have contacted the chief executive of the appropriate organizations to request/encourage that the appropriate representative be appointed. (2) Completed 2/28/78.

Step 3: An "ad hoc" orientation committee will be responsible for briefing and orienting all new members to the work of the NJJPC. (3) On-going through present time.

Commentary:

At this time, ten national organizations have appointed a national board member to the NJJPC Task Force. The organizations include:

- Association of Junior Leagues
- Boy Scouts of America
- Camp Fire, Inc.
- Girl Scouts of the U.S.A.
- Girls Clubs of America
- National Conference of Catholic Charities
- The National Network
- The Salvation Army
- National Board, YWCA of the U.S.A.

SUB-GOAL 4:

TO DEVELOP A CLOSER WORKING RELATIONSHIP BETWEEN THE PUBLIC AND THE PRIVATE VOLUNTARY SECTORS; TO IMPROVE AND EXPAND THE DELIVERY OF COMMUNITY-BASED SERVICES TO STATUS OFFENDERS AND OTHER YOUTH AT RISK OF INSTITUTIONALIZATION AND PREVENT THEIR CONFINEMENT IN INSTITUTIONS.

Commentary:

During May and June of 1978 (as part of Grant #76/JS/99/006, and with the technical assistance of the National Office for Social Responsibility), the NJJPC convened a series of two-day meetings/interviews in each of the project sites. Persons involved included: members of the local collaboration (agency board and staff), the local Coordinator, representatives of state and local public agencieslocal DSO grantee, SPA, Probation, Schools, Juvenile Court, etc.

The goal of these meetings and interviews was to further the establishment of better communications and closer cooperation between the public and the private sectors, and, as a result, to support more effective provision of community-based services to status offenders and dependent/neglected/abused youth as an alternative to institutionalization.

A team, consisting of Task Force members, NJJPC staff, and NOSR personnel, acted as facilitators in helping participants/interviewees reflect on the experience in their communities over the life of the first two-year demonstration effort and attempt to identify:

- new directions for public/private partnership derived from the JJDP Act and its amendments;
- the unique resources which the private, voluntary agencies may bring to a working relationship with the public sector;
- the impediments to more effective partnership;
- the roles which each sector can play in the deinstitutionalization effort and the development of alternative services; and,
- "next steps" which each sector needs to take (in the particular community and across the nation) to implement more effective public/private dialogue and cooperation.

Working with Task Force leaders and Project Staff, NOSR compiled a report, Public/Private Cooperation for the Deinstitutionalization of Status Offenders. (See Appendix G.) The report was widely distributed to Task Force agencies and local sites, and considered at a Task Force meeting on December 12, 1978. The recommendations made in the report were accepted by the Task Force, and integrated into the on-going work of the various committees as on-going committee agenda items.

SUB-GOAL 5:

TO PROMOTE, DEVELOP, AND/OR MAINTAIN NATIONAL/LOCAL ADVOCACY PROGRAMS TO SUPPORT DEINSTITUTIONALIZATION AND SEEK ACCEPTANCE OF THE PROVISIONS OF THE JJDP ACT AND ITS AMENDMENTS.

Note: A revised Advocacy Workplan, which modified some steps and completion dates, was submitted to OJJDP in June 1979. This revised document (Appendix H) is referred to for the purpose of commentary.

OBJECTIVE A: By March 31, 1979, an operational definition of "Advocacy" will be adopted by the Task Force.

ACTION STEPS

COMMENTS

Step 1: Develop a list of activities which define and constitute Advocacy:	(1) Definition completed 2/23/79.
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a) List to include statement that Advocacy on the national level will not include lobbying activity by the NJJPC at the national/federal level.

b) List should include: letters to editors, editorial replies, letter writing and telephone calls to the legislators, monitoring and/or participating in state juvenile justice advisory board meetings, monitoring of deinstitutionalization (eg: foster home placements) in state and local communities, working for the reallocation of funds from institutions to community-based services, community education for strategies for change, supporting incorporation of community-based programs into city budgets when threatened by termination of state or federal funding, monitoring court decisions and placements to assure compliance, monitoring community-based services to assure effective service, monitoring detention and provision of alternatives, influencing city and state decisions on youth facilities.

Step 2: The Advocacy Committee will review, refine, and approve such a definition.

(2) Approved 2/23/79.

Step 3: The Task Force will review, refine and adopt this definition or a modified version.

(3) Adopted by Task Force 3/8/79.

Commentary:

The advocacy definition is as follows:

To advocate, according to Webster's Dictionary, is to speak or write in support of. Advocacy can be engaged in on behalf of an individual-case advocacy or on behalf of a target group-class advocacy. There is a whole range of approaches, as gentle as supporting behind the scenes and as severe as instituting legal action. Between these extremes, advocacy can: 1) educate, 2) suggest, 3) speak out, 4) pressure, and 5) demand.

To borrow in part from the definition developed by one of our member agencies, "Advocacy is a planned program of action that seeks to promote the welfare, rights, and interests of status offenders by intervention on their behalf in relation to those services and institutions that impinge on their lives." The objective of the Task Force for the National Juvenile Justice Program Collaboration is to help member organizations assist and encourage their local affiliates to provide more responsive, relevant, and effective delivery of alternative services to status offenders and other youth-at-risk.

Advocacy, for the purposes of this Task Force, includes supporting the provisions contained in the Juvenile Justice and Delinquency Prevention Act related to status offenders and other youth-at-risk. It does not include lobbying activities with the United States government, either Congress or federal agencies. Both case and class advocacy activities may be engaged in during the course of this project by either Task Force members, national organizations, and/or local affiliates.

Advocacy activities may include:

1. letters to editors;
2. editorial replies;
3. letter writing and telephone calls to legislators;
4. monitoring and/or participating in state juvenile justice advisory board meetings;
5. monitoring of deinstitutionalization (e.g. foster home placements) in states and local communities;
6. working for the reallocation of funds from institutions to community-based services;
7. educating communities in strategies for change;

- 8. supporting incorporation of community-based programs into city budgets when threatened by termination of state or federal funding;
- 9. monitoring court decisions and placements to assure compliance;
- 10. monitoring community-based services to assure effective service;
- 11. monitoring detention and provision of alternatives;
- 12. influencing city and state decisions on youth facilities;
- 13. conducting an assessment of community needs, service gaps, etc.
- 14. forming a coalition around a specific problem, e.g. juvenile justice;
- 15. monitoring relevant legislative and administrative units;
- 16. providing public relations-developing strategies for change;
- 17. developing and maintaining communication with legislators, policy makers;
- 18. presenting testimony at public hearings, legislative deliberations;
- 19. participating with board/staff members on relevant state boards or commissions

OBJECTIVE B: By January 31, 1979, NJJPC will have identified member agencies without policy statements regarding advocacy, member agencies with "strong" statements, and member agencies that fall between the above.

<u>ACTION STEPS</u>	<u>COMMENTS</u>
Step 1: Collect materials from NJJPC member agencies reflecting their policy statements and advocacy activities:	(1) All steps completed 11/21/78.
a) Letter requesting material (with deadline of 12/15/78).	
b) Follow-up at Task Force meeting.	

Step 2: Analyze national advocacy positions of NJJPC member agencies:

(2) All steps completed 1/31/79.

a) Develop criteria for listing in order of strength of commitment.

b) Develop a list of factors to be contained in Advocacy positions (using, among other sources, materials obtained under Step 1, above).

c) Identify agencies with and without Advocacy positions.

d) Identify commonalities and varied components among universe of statements received.

OBJECTIVE C: By February 28, 1979, three model policy statements regarding Advocacy will be developed reflecting various levels of commitment.

<u>ACTION STEPS</u>	<u>COMMENTS</u>
Step 1: Collect and analyze materials from external agencies reflecting Advocacy policy statements and activities, to be used as potential models:	(1) Completed as indicated below.
a) Develop list of potential external Advocacy sources.	a) Completed 11/1/78.
b) Solicit materials from those external sources, via letter, with response deadline of 12/15/78.	b) Completed 11/20/78.
c) Follow-up in form of reminder correspondence and/or telephone calls, response deadline of 1/10/79.	c) Completed 1/21/79.
Step 2: Select NJJPC member agency and external agency policy statements to use as the basis for the model statement.	(2) Completed 1/31/79.

- Step 3: Draft model policy statements. (3) Completed 2/15/79.
- Step 4: Advocacy Committee review, refinement, and adoption of the three proposed model statements. (4) Completed 2/23/79.
- Step 5: Task Force review, refinement, and endorsement of the model statements, circulation to member agencies for their consideration and action. (5) Task Force reviewed and accepted the model statements pending minor revisions on 3/8/79.
- Step 6: Modification of model statements as per Task Force suggestions. (6) Statements were modified as per Task Force request, and accepted as final at Task Force meeting on 6/18/79.

Commentary:

All known policy statements in existence from participating Task Force agencies were collected, as well as known statements from other national private organizations. In addition, the Committee reviewed OJJDP guidelines, institutions, etc.

All collected materials were analyzed and ranked. These materials became the basis for development of three model policy statements. The policy statements are appended (Appendix I).

OBJECTIVE D: By October 31, 1981,* those member agencies with no policy statement regarding Advocacy will endorse one, those agencies with a strong policy statement regarding Advocacy will maintain their policy position, those agencies who fall between the above will produce a stronger statement.

* Some member organizations will not hold a national convention until then.

ACTION STEPS

COMMENTS

- Step 1: Meetings will be held between individual Task Force members and a member of the Advocacy Committee to discuss strategy for moving their individual agency toward a stronger Advocacy position. (1) Occurred during the life of the project. See commentary below.

- a) Advocacy Committee representatives will participate in the meetings with the Westinghouse Consultant to design the plan and instrument for the interviews to be held with each agency (see Sub-Goal 3, Objective A, above Capacity Building). a) A Committee member represented the Committee at said meetings, commencing 12/14/78, for the purpose of integrating questions re: advocacy in the questionnaire.
- b) Rank order Task Force for purpose of scheduling meetings with Task Force members re advocacy. b) Based upon assessment, all participating agencies were ranked as of 6/15/79.
- c) Assign Committee members to Task Force agencies for strategy meetings. c) Assignments made 6/15/79.
- d) Hold meetings with Task Force members.
- Step 2: With individual Task Force member, develop strategy for securing Board action on policy statement. (2) Occurred during life of the project. See commentary below.
- Step 3: Participation in presentations to individual agency Boards, as needed. (3) Occurred during life of project. See commentary below.
- Step 4: Develop follow-up strategies after such presentations, as needed. (4) Occurred during life of project. See commentary below.
- Step 5: Plan for national agency follow-up to their local affiliates, as needed. (5) Occurred during life of project. See commentary below.
- Step 6: Monitor continuing advocacy activities of national agencies. (6) Never specifically addressed.

Commentary:

Each participating Task Force agency was approached to discuss an individual advocacy strategy for the agency. In cases where a specific meeting was found not to be feasible (e.g., due to location), a telephone conference was held. Of the participating twenty organizations, strategy meetings were held with 14 organizations.

In pursuing the adoption of a policy statement, Committee members and/or project staff provided assistance to the participating national organizations, e.g., assistance in policy development, presentations to the agency's national board of directors, advocacy workshops at national conferences, policy development meetings.

- YMCAs of the U.S.A., National Council
- Big Brothers/Big Sisters of America
- Girls Clubs of America
- Boy Scouts of America - Explorer Division
- Boys' Clubs of America

While the Committee did not succeed in securing the adoption of a policy statement on status offenders from every participating organization, at the end of the project, the following agencies had a policy statement which specifically addressed status offenders:

- AFL-CIO
- Association of Junior Leagues
- Camp Fire, Inc.
- Girl Scouts of America
- Girls Clubs of America
- National Council of Jewish Women
- National Network of Runaways & Youth Services
- YMCAs of the U.S.A., National Council

In addition, the following agencies had a policy statement which included status offenders:

- Boys' Clubs of America
- National Conference of Catholic Charities
- National Council of Negro Women
- National HomeCaring Council
- United Neighborhood Center of America
- YWCA of the U.S.A., National Board

As of the end of the project, the following agencies were in the process of considering a policy statement:

- Big Brothers/Big Sisters of America
- Boy Scouts of America

OBJECTIVE E: By December 24, 1979, local affiliates of NJJPC agencies will have available a package containing advocacy resources to support their own advocacy efforts.

ACTION STEPS

COMMENTS

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| <p>Step 1: Develop an Advocacy Package to enhance local advocacy activities.</p> <p>a) Solicit advocacy materials, including list of model activities from Task Force members and outside groups.</p> <p>b) Develop a list of materials that should be included in the Advocacy package.</p> <p>c) Review completed capacity building interviews to assess which national agencies have Advocacy resources for inclusion in package.</p> <p>d) Request and collect internal agency materials.</p> <p>e) Request and collect external agency materials.</p> <p>f) Review/assess all materials for content, applicability, etc.</p> <p>g) Secure permissions to excerpt/duplicate.</p> <p>h) Edit package.</p> <p>i) Duplicate/publish package.</p> <p>Step 2: National organizations distribution to local affiliates.</p> <p>Step 3: Secure commitments from member agencies to include "advocacy training" on the agenda of their regional workshops, annual meetings, staff development seminars, etc.</p> | <p>(1) Final copy of Advocacy manual completed 1/15/81. Currently in printing. Anticipate production completion in April 1981.</p> <p>a) General materials were requested from Task Force agencies on 12/12/78, and from other sources as they became known to the Committee, during the life of the project.</p> <p>b) Was an on-going phase, up to final copy.</p> <p>c) Review completed 6/15/79.</p> <p>d) Materials requested 7/15/79.</p> <p>e) Was an on-going phase, up to final copy.</p> <p>f) Was an on-going phase, up to final copy.</p> <p>g) Was an on-going phase, up to final copy.</p> <p>h) Final edition was completed December 1980.</p> <p>i) In process.</p> <p>(2) To be addressed following production.</p> <p>(3) This was addressed with agencies as part of the strategy meetings.</p> |
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Commentary:

In developing this objective, the Committee was not fully aware of the complexities involved in development of what was to become a comprehensive "how to" manual for local agencies. Initially, the Committee planned to simply collect existing documents and reproduce them in a package for distribution to affiliates. In actuality, all of the steps outlined became considerably more detailed, which caused considerable delays.

While many national organizations had materials, they were fragmented, not always easily adoptable for use by other agencies, often too long or too brief. Similar problems occurred with materials from other sources.

Ultimately, the services of a writer/editor were secured, who worked with staff to organize the material, wrote many sections which were unavailable from known sources, and undertook the awesome task of editing materials from many sources into a comprehensive, readable, and usable text. A copy of the manual will be forwarded to OJJDP upon receipt from the printer, which is anticipated in April 1981.

OBJECTIVE F: By September 30, 1980, ten to twenty new project sites will have participated in scheduled advocacy activities.

<u>ACTION STEPS</u>	<u>COMMENTS</u>
Step 1: A presentation outline for new sites will be developed.	(1) Outline prepared 7/15/79.
Step 2: Develop checklist of potential technical assistance needs anticipated by communities.	(2) Completed 1/30/79.
Step 3: Develop list of potential national agency personnel for provision of technical assistance to communities.	(3) Completed 6/30/79.
Step 4: Secure commitments from national agency resources for T.A. to communities.	(4) Completed 7/30/79.
Step 5: Develop advocacy materials and/or bibliographies for communities (see Objective E, above).	(5) Completed as part of Advocacy manual.

Commentary:

Due to considerations discussed above in Sub-Goal 2, this objective was never fully realized. Advocacy assistance was provided to the three on-going new sites, and was also an integral part of discussions held with affiliates in other limited assistance communities.

OBJECTIVE G: By March 31, 1979, a mechanism will be in place to formally link NJJPC Task Force with the Washington representatives of the NJJPC member agencies.

<u>ACTION STEPS</u>	<u>COMMENTS</u>
Step 1: A member of both groups identified as a formal "liaison."	(1) Completed 6/2/78.
Step 2: On-going reporting of each other's activities and concerns.	(2) On-going during life of project.
Step 3: As appropriate, scheduled meetings between some or all members of both groups:	(3) On-going during life of project.
a) To keep Washington representatives aware of NJJPC program concerns and developments.	
b) To keep program group (NJJPC Task Force) informed of national developments in the juvenile justice field.	

EVALUATION

In December 1978, following an RFP selection process and upon the recommendation of the Evaluation Committee, the Task Force of the National Juvenile Justice Program Collaboration voted to let an evaluation contract to Behavior Associates (Tucson, Arizona).

An important first step in their design called for an evaluation conference in which national and local staff could meet with the evaluator in order to further refine the evaluation questions, develop the content of the evaluation instruments and establish the specific data gathering techniques. The end product of this conference was to be a detailed evaluation plan that is mutually agreed upon and workable.

On January 19, 1979, Dr. James Petersen (Principle Investigator) for Behavior Associates, met with members of the evaluation Advisory Committee and Task Force Cabinet to plan for the proposed evaluation "Kick-off" conference.

The evaluation conference was held January 27-February 1979 in Madison, Connecticut. Participants in the conference included two members from each of our local sites (board and staff), members of

the Task Force Cabinet, a member of the Evaluation Committee, national staff, as well as two representatives from Behavior Associates (Dr. Petersen and Susan Lewis).

By March, the "revised" evaluation questions had been finalized and approved at the local and national level and by the evaluation advisory committee. Soon after, Behavior Associates completed work on the four primary data-gathering instruments for the evaluation of the National Juvenile Justice Program Collaboration. They are:

1. Agency Interview Form (Local Public and Private Agencies)
2. Collaboration Questionnaire (Local Public and Private Agencies)
3. Collaboration Interview Form (Coordinator Version)
4. Collaboration Questionnaire (Coordinator Version)

All instruments developed were reviewed and approved by the Evaluation Committee of the NJJPC Task Force. By September 30, 1979, Behavior Associates had completed work on the first round of data collection (on both the national and in all six local communities). Their first interim report to the National Juvenile Justice Program Collaboration was submitted in November 1979.

On January 9, 1980, the committee met to review the progress of the evaluation. At that time, the Evaluation Committee reaffirmed its recommendation that Behavior Associates prepare a First Year Report on NJJPC. However, they suggested that Behavior Associates regard the first year report as Chapter One of the Final Report.

On February 11, 1980, the Evaluation Committee met with Dr. James Petersen (Behavior Associates) to develop an outline for the final evaluation report.

The Evaluation Committee recommended a three-part report. Part I would be an analysis of the findings during the first year. Part II would be a similar report analyzing the findings from the second year. Part III would be a comparison of the first two parts and would summarize the findings and include assessment and recommendations for future collaborations to consider.

In addition to the three-part Final Report, the Committee recommended that Behavior Associates write an "Executive Summary." This summary would be a condensed version of the Final Report, eliminating all of the technical jargon and should be written in a style understood by all lay and staff persons interested in collaboration.

The following timetable was agreed upon at the meeting on February 11, 1980:

- March 31, 1980 -- Behavior Associates submits the First Year Report (Chapters 1 & 3 of the Final Report)
- July 31, 1980 -- BA submits "draft" Final Report
- August 31, 1980 -- BA submits Final Evaluation Report

In October 1980, Behavior Associates submitted both the full final evaluation report and the executive summary to the NJJPC. Copies of each were forwarded to all participating national organizations.

On December 3, 1980, Dr. James Petersen presented the findings of the evaluation, highlighting three major areas:

1. the impact of the project on the national level;
2. the impact of the project on the local level; and
3. recommendations for future directions.

A copy of the Full Evaluation Report and Executive Summary can be found in Appendix J.

Appendixes

- A. NJJPC Work Plan
- B. Collaboration Manual: Community Collaboration
A Manual for Voluntary Sector Organizations
- C. Capacity Building Needs Assessment Interview Guide
- D. Capacity Building Questionnaire: Preliminary Results (Partial)
- E. Report to The Lilly Endowment
- F. Training/Orientation Conference June 11, 1980
- G. Public/Private Report
- H. Amended Advocacy Work Plan
- I. Three "Model" Policy Statements
- J. Evaluation Report
- K. June 9-10 Closure Meeting
- L. Task Force List
- M. Task Force Organization Chart

Note: Copies of all other materials developed by NJJPC also enclosed.

END