# YOUTH PARTICIPATION PILOT SURVEY

**Children's Environments Research Group**
**City University Graduate Center**
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# I. INTRODUCTION

This Study is designed as part of a larger research agenda by the Children and the Environment Program. Its purpose is to understand the way children and youth are involved, and could be involved, in programs that foster their genuine participation in community environmental initiatives. It is a pilot survey of a select groups of youth programs designed to reveal the structures and approaches organizations employ to encourage and sustain youth involvement in program design and implementation. It is also concerned with how the participation of young people in organizational decision-making affects them personally.

# II. RESEARCH DESIGN

This study was not designed to be exhaustive or to focus on how typical youth programs operate. It's purpose was to reveal several different and creative approaches to, or models of, youth involvement, to explore how this information contributes to the goals of the larger Children and Environment Program, and (if proven useful) to design a more comprehensive survey.

The aim was for a diverse rather than representative sample. With such a sampling strategy one searches for different kinds of models until the typology of models seems complete. Some programs were known to us before the survey began; others were recommended by program directors during the course of hour-long phone interviews. Though there is some variation, the majority of the 15 organizations sampled have non-white, primarily low income, adolescents as their primary target group. They are geographically and programmatically diverse as indicated in the attached Demographic Profile, Geographic Distribution, and Primary Program Focus Lists.

## III. THE FINDINGS

### 1. Summary of Key Points

• Many young people are attracted to youth organizations because they provide an alternative to the streets, a good place to 'hang out' safely with friends and, on occasion, a good place to develop close and meaningful relationships with adults. To young people who decide to become actively involved in such organizations, these programs are also perceived to be <u>places to gain respect and access to activities that represent a positive change from the ordinary</u>. Youth organizations that encourage the participation of young people in decision making through active learning can also become <u>places from which to acquire skills for both survival and advancement</u>.

• <u>Formal governing structures within organizations surveyed are often less important than other mechanisms for encouraging youth participation</u> in decision making. In some instances, formal governing structures (e.g. boards) may not reflect the values/ cultures of organizations and have been adopted for other reasons - e.g. legal requirements. While many organizations with formal democratic structures offer young people a rich opportunity to participate in decision making, they are not necessarily the only organizations to encourage and support high quality involvement for youth. Furthermore, being placed as a member on a formal board of directors of an organization does not necessarily guarantee the active participation of youth in decision making. The degree and quality of young people's participation depends to a large extent on the democratic training provided for them and for adults. It also depends on the specific manner in which the board functions.

• When adults and young people participate on the same governing board, committee, or team, the <u>adults can at times become bad role models</u> by arriving late for meetings, monopolizing discussion, and/or not fulfilling responsibilities.

• <u>Smaller scale organizations</u> are often able to by-pass some of the governing and staffing rules of hierarchy, thus increasing the involvement of youth to a greater extent than larger and more complex organizations. The key seems to be the degree of closeness staff can achieve with young people and how well they are able to keep up with what is happening in young people's lives and in their surrounding neighborhoods.

• One shot projects (e.g. neighborhood or park clean-ups, festivals etc.) may be satisfying to young people involved but not *as* satisfying as longer term projects that improve or make neighborhoods safer, provide youth with marketable skills, and/or gain them positive visibility in the community. This combination of outcomes is not always present in youth project work.

• Young people actively involved in youth organizations are interested in meaningful outcomes to their work in the short and long term. Therefore, even the most well thought out and participatory structures for encouraging youth involvement will not sustain young people's interest in the absence of positive outcomes to their decision taking.

• Most youth agency directors express surprise at the strength, resiliency and savvy of the young people who are involved with their organizations; they are also surprised by the high quality of young people's contributions (which are often described as being superior to those of adults and necessary to the achievement of organizational goals).

• Children who are keenly involved in decision making in youth organizations become adept at identifying genuine vs. tokenistic participation within, as well as outside of, the organization. Thus, active young people may become impatient and dissatisfied with the limited experiences they have for expressing their opinions and becoming involved in these other settings -- e.g. school.

• Organizational directors emphasize the important impacts that larger neighborhood environments, the media, families and peers have on young people. They underscore how early in children's lives these influences can exert a powerful and sometimes lasting effect. For example, in the face of very negative environmental or familial influences, some young people may revert to self-destructive and/or anti-social or illicit behavior in spite of extensive and very positive involvement in an organization that values their ideas and provides ample opportunities for them to exercise leadership. Agency heads also point out that the best youth leaders are not necessarily those who are doing well in school; nor are they necessarily ever removed completely from local negative environmental influences -- e.g. drug or gang activity.

• Youth organizations with a solid base in a community, that try to focus actively engaged young people in the identification and solution of local problems may hold promise for both sustaining young people's interest and involvement, and for turning around their lives.

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## 2. Formal Governing Structures

Bridge Over Troubled Waters:
Board of directors includes 15-18 adults and hires exec. directors; exec. directors supervises 3 program directors - all adults
They are in the process of organizing a Youth Advisory Board to be comprised of youth who have been in service at least a year and live in apartments. (all are former homeless youth) - this board would act in an advisory capacity to program directors and executive directors

Detroit Summer:
3 coordinators (2 adults and 1 young person)
Board is 1/3 young people and it elects administrative team each year consisting of adults and young people (adults are in role of support staff)

GASA:
Board of directors - all professional adults; they select an executive director who supervises 3 coordinators (one for each age group - 10-13, 13-15, 15-18); coordinators supervise 3 additional adult staff (curriculum, administrative, volunteers/special events) - no youth on board; no youth council

Girl's Inc.:
Board of directors consists of professional adults who select executive director who supervises program directors and program staff and some volunteers; there is a student council with 2 representatives from each age group who are elected by youth; council makes recommendations to staff

Holyoke Youth Alliance:
Coordinating committee consists of 16 adults and 2 youth elected by youth and adults; executive committee is formed from this body of those on board without a financial interest in organization, or in organization related to HYA - they are also planning teams at HYA that consist of several young people with one adult support person (these would be used to plan and carry out events)

Kids of Survival:
No real formal hierarchy. A small group of youth regularly meeting with one adult "mentor". All decisions are made and problems solved through group discussions.

One Earth One People:
Board consists of students paired with an adult advisor (approx. 17 of each; they have equal votes except in matters of finance & firing & hiring); Board meetings run by students exclusively -last an hour and are 1/2 educational and 1/2 work) - Meetings are held outdoors whenever possible - executive director of board is a young person & there are board committees set up with other young people on them

The Sanctuary:
Board of directors hires executive director and forms commits. (some youth on these) - service directors/staff are supervised by executive directors - all are adults (but youth are included on service teams to help plan and coordinate activities., assess teams/treatment)
They plan in the future to have more youth participation in retreats, mtgs. and committees.

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## San Diego Youth & Community Services:
Board of directors (27 members total - 4 of these slots belong to young people) - Board hires executive director who supervises 3 associate directors (administrative/clerical; develop/pub. relations; programs/human resources) - they supervise various heads of services (divided into 4 institutions each with a director, line staff etc. -- youth are included among these individuals)

## Youth Empowering Society:
One youth representative is elected by other young people from each youth service area - they are joined by 3 youth counselors from each of the 3 neighborhood centers serving young people - these representatives come together with adult staff to evaluate the services being delivered to young people by the agency ---- YES youth also participate in an extra-agency body called a Youth Congress - this body consists of 2 youth representatives from 5 geographic areas ( 1 represents youth under 18 and the other, youth over 18); in addition the Youth Congress is composed of 2 young people of color; 2 gay/lesbian youth; 2 physically challenged youth and 2 youth coming out of corrections institutions

## Spectrum Youth & Family Services:
Board of directors selects executive, directors - program directors are responsible to executive directors as are task forces set up by executive directors - no youth on board (young people who do peer outreach are equal decision makers with program directors who runs that program)

## Take Charge Be Somebody:
Youth senate is elected by all the youths who live in the community. A 9-person "Proposal Review Committee" (3 Youth, 3 adults and 3 adult representatives from community organizations) reviews and prioritizes programs. Hired "youth organizers" participate at all levels and coordinate the efforts of program committees.

## Toronto Healthy Cities Youth Advisory Board:
Youth Advisory Board consists of 15 young people selected by youth (previous Board members) and adults - young people screen applications and interview other youth for these positions which are 2 years long -
Board elects a chair and vice chair - former advises the larger Healthy Toronto (adult) board; Board also forms additional committees and appoints non-board youth to these

## Young People's East Harlem Resource Center:
A Director, Associate director and Program Staff (all adult) manage the programs in the Center. A 5-6 person "Youth Advisory Group" elected by the youth serve advisory function.

## Youth Action Program:
Executive Director (adult) regularly meets with adult Board. 15-20 person "policy committee" is elected among the youth and report to the Board and Executive Director. "Policy Committee also supervises "Program Advisory Committees" elected among the youth that participate in the programs.
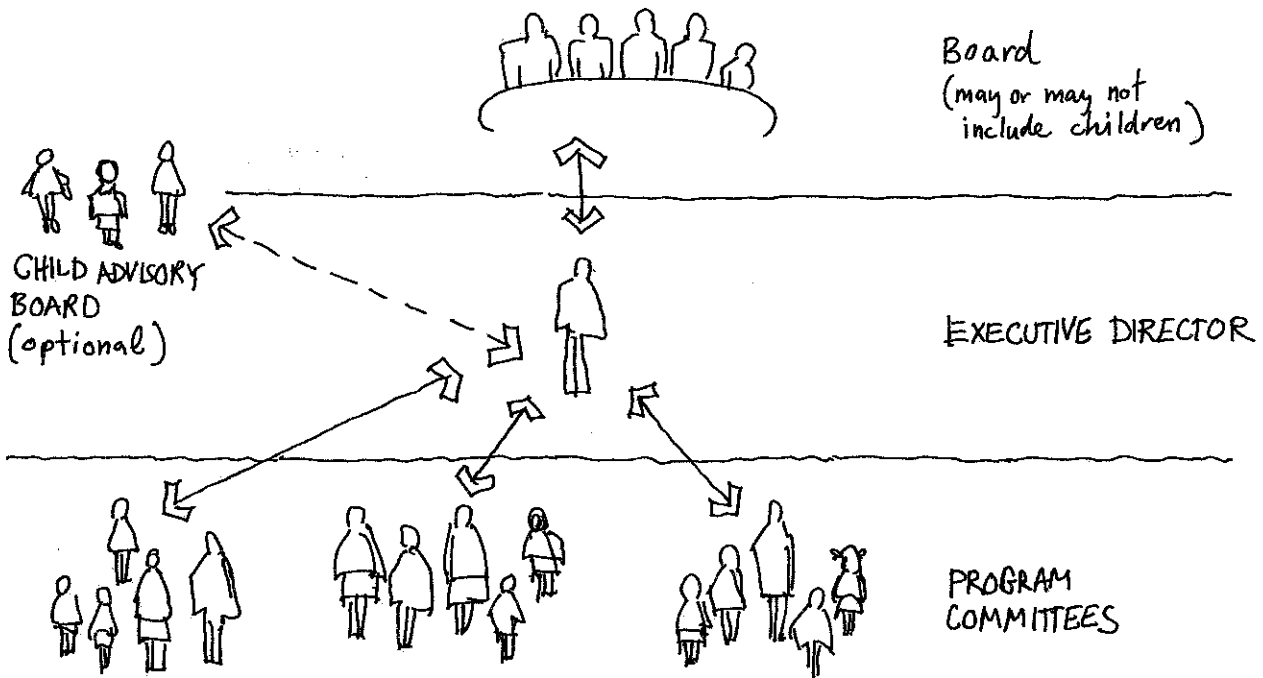
## Youth Emergency Services:
Board of Directors (21-27 members) - includes 5 young people - Board selects new members - meet 1X/month - 3 year staggered terms
Board hires executive director (adult) and elects its own officers - 2 of 4 are youth and male youth is currently President of Board (youth President supervises adult executive directors - they meet weekly and talk on phone - also chairs executive committee of Board which sets policy and governs)

# FORMAL GOVERNING STRUCTURES OF CHILDREN'S ORGANIZATIONS

## "TRADITIONAL" STRUCTURE



Board
(may or may not
include children)

CHILD ADVISORY
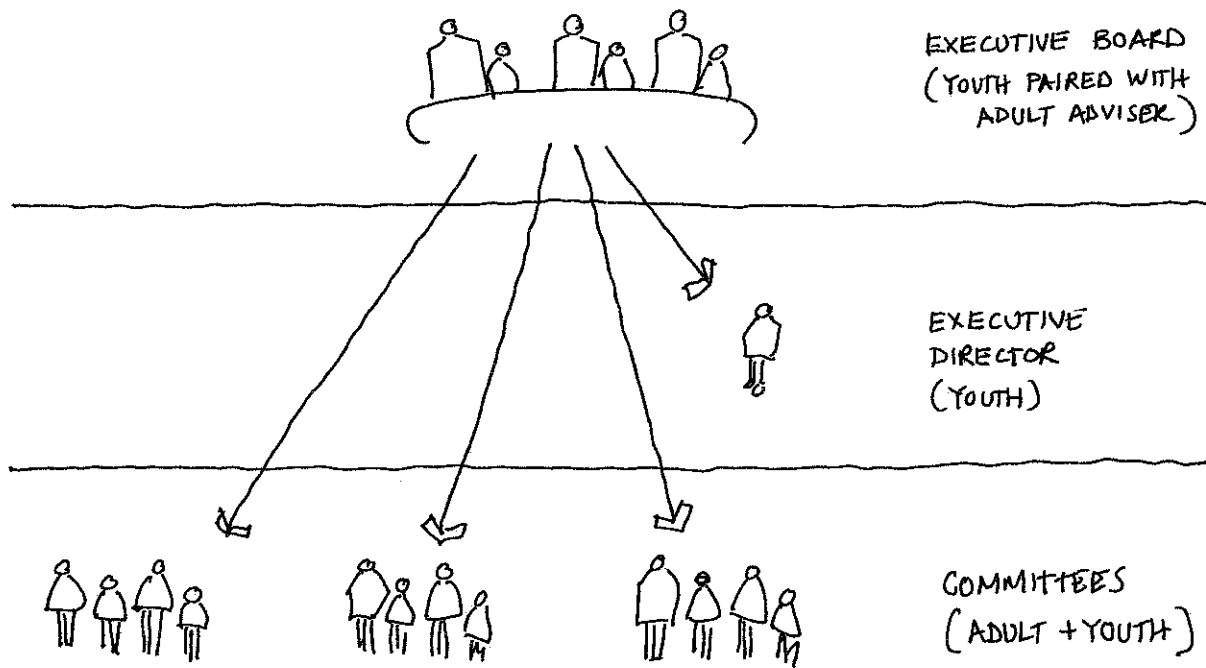BOARD
(optional)

EXECUTIVE DIRECTOR

PROGRAM
COMMITTEES

10 OF THE 15 ORGANIZATIONS SURVEYED WERE FOLLOWING THIS MODEL OR A VARIATION OF IT.

THESE WERE:

- GASA
- GIRLS Inc.
- BRIDGE OVER TROUBLED WATER
- SPECTRUM
- SANCTUARY
- SDYCS
- HOLYOKE YOUTH ALLIANCE
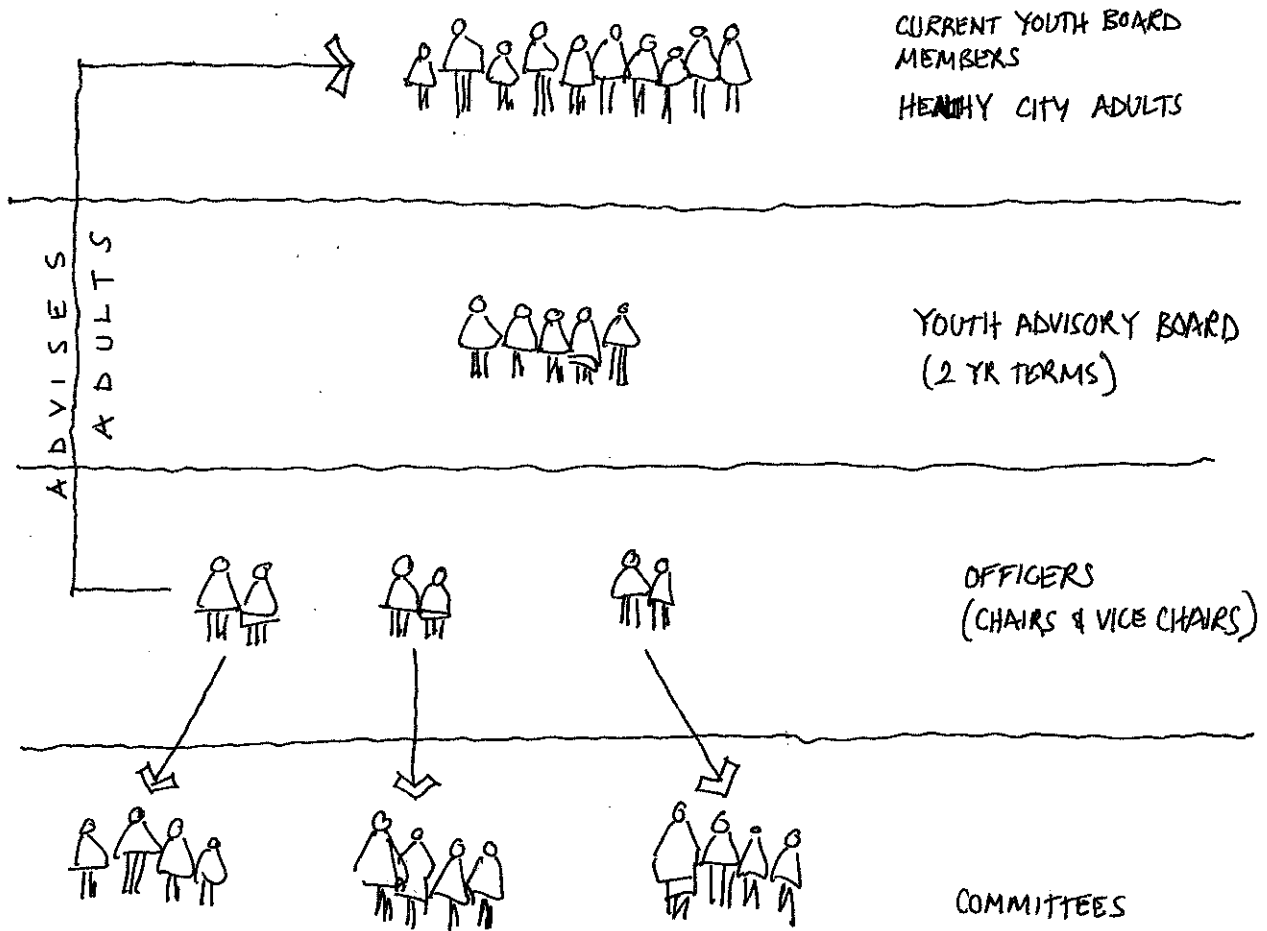- YOUTH EMERGENCY SERVICES
- YAP
- YPEHRC

# FORMAL GOVERNING STRUCTURES OF CHILDREN'S ORGANIZATIONS
## STRUCTURE USED BY "ONE EARTH, ONE PEOPLE"



EXECUTIVE BOARD
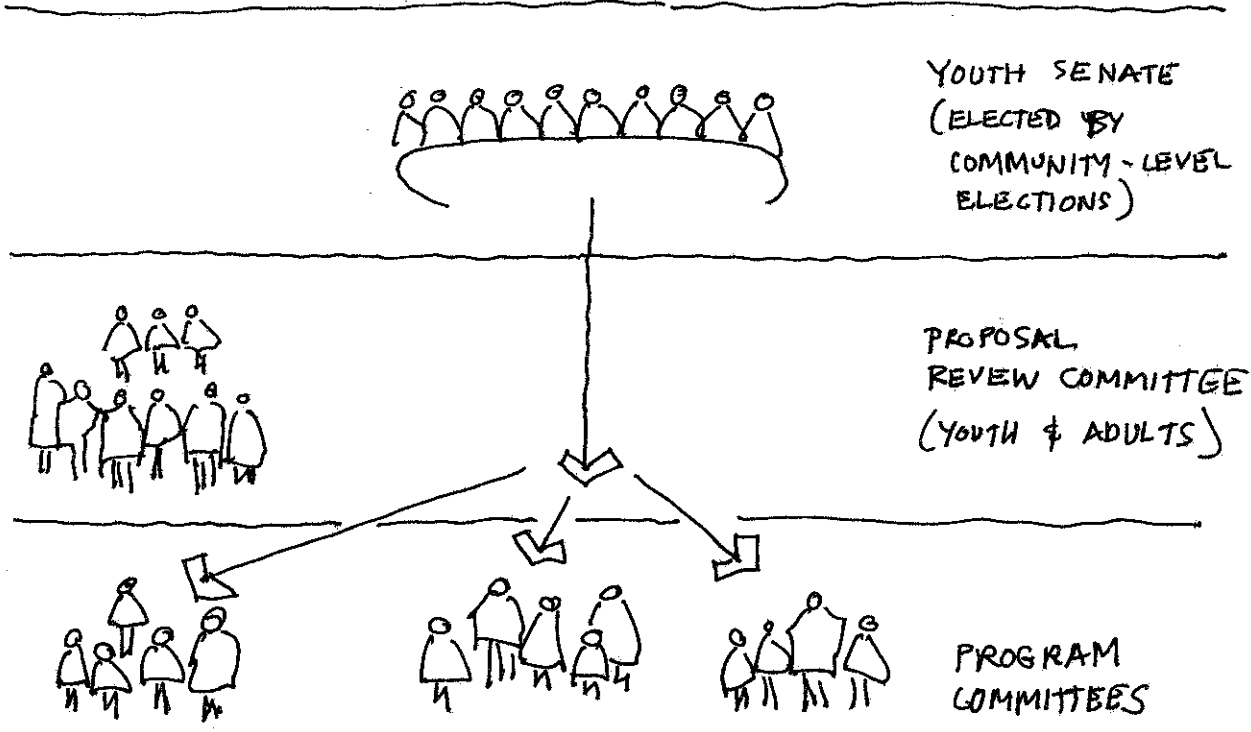(YOUTH PAIRED WITH
ADULT ADVISER)

EXECUTIVE
DIRECTOR
(YOUTH)

COMMITTEES
(ADULT + YOUTH)

# FORMAL GOVERNING STRUCTURES OF CHILDREN'S ORGANIZATIONS

STRUCTURE USED BY " YOUTH ADVISORY BOARD - TORONTO "



CURRENT YOUTH BOARD MEMBERS

HEALTHY CITY ADULTS

YOUTH ADVISORY BOARD (2 YR TERMS)

OFFICERS (CHAIRS & VICE CHAIRS)

COMMITTEES

ADVISES ADULTS

# FORMAL GOVERNING STRUCTURES OF CHILDREN'S ORGANIZATIONS
## STRUCTURE USED BY "TAKE CHARGE, BE SOMEBODY"



YOUTH SENATE
(ELECTED BY
COMMUNITY-LEVEL
ELECTIONS)

PROPOSAL
REVIEW COMMITTEE
(YOUTH & ADULTS)

PROGRAM
COMMITTEES

# FORMAL GOVERNING STRUCTURES OF CHILDREN'S ORGANIZATIONS
## STRUCTURE USED BY "DETROIT SUMMER"



3 COORDINATORS

ELECTED BOARD
(1/3 YOUTH)

ADMINISTRATIVE TEAM
(ELECTED BY BOARD
CHANGES YEARLY)

PROGRAMS

# FORMAL GOVERNING STRUCTURES OF CHILDREN'S ORGANIZATIONS
## STRUCTURE USED BY "KIDS OF SURVIVAL"
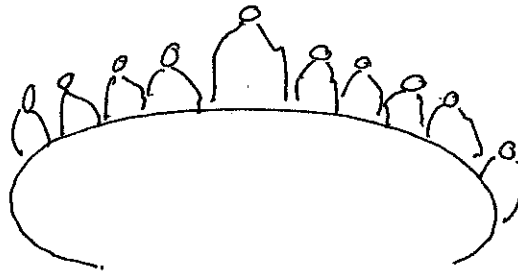


SINGLE GROUP
WITH ONE ADULT
MENTOR

## 3. Methods for Encouraging Youth Participation
## (beyond formal governance)

One of the key points to emerge from the interviews is that formal governing structures within many youth organizations are often less important and/or less successful than other mechanisms for fostering the sustained involvement of young people. Numerous methods for encouraging youth participation were described by agency directors; these fall into the following broad categories:

• Consultation with youth initiated by executive directors and/or program and service directors. Various types of consultation are described. These form a continuum from more formally organized teams, task forces, and focus groups that are constituted as needed or over a specific time frame (with youth-only or youth and adult representation) to less formal and more sporadic meetings among individual youth and adult staff in the agency.

• Youth-run activities and project-based involvement around specific events, programs and celebrations. In many instances, young people involved with youth organizations are called upon to come up with programming ideas and are then given a fairly high degree of responsibility for their implementation.

• Youth who are hired to be paid staff at an organization. Young people who happen to be employed as peer counselors, mentors, on hot lines etc. are often involved in decision making equivalent to other adult staff. In many instances, they are asked and/or required to participate in all of the same agency programming meetings and evaluation sessions that adult staff must participate in. Many agency directors see the hiring of young people as a very effective method for soliciting their opinions and ideas, and for furthering agency goals. They complain, however, of being constrained financially and of being unable to hire as many young people as they would like.

• Recruitment of young people to each organization is accomplished in a number of ways. While several programs advertise themselves through school systems, other youth or community-based agencies, or traditional media like radio and newspapers, some of the most effective recruitment seeks youth out where they are most likely to be, and involves the use of young people in this process. *Detroit Summer*, for example, employs actively involved young women to recruit young men to the program. Involving youth in the recruitment of other youth to an organization is seen as the most effective way of

encouraging youth participation. Several agency directors said they depended upon young people (as opposed to adult staff) to attract other young people to become involved in agency activities and often measured their success at least in part by how willing and able youth were to perform this role. Many young people (both male and female) thus invite their peers to youth dialogues in which the program is described and questions are fielded. Peer outreach workers poster around town and walk the streets to recruit other interested young people. *GASA* young people go door to door in public housing developments spreading the word about their program; They also hold focus group meetings with girls in the complexes. *Holyoke Youth Alliance* participants try to reach additional young people through theatrical performances, pizza parties hosted by youth, and colorful flyers placed strategically in the neighborhood bodegas and other heavily frequented locations.

- Youth involvement in agency evaluations. Strategies for involving youth in agency evaluation procedures range from participation in more formal and less frequent surveys or agency retreats, to involvement in less formal, though often more frequent, critique sessions with adult staff. These latter experiences may involve just the executive director or specific program directors. Depending on the forum, youth are invited to express their opinions about the functioning of the agency as a whole or about specific programs and activities.

# 4. Common Problems Faced by Youth Organizations

Agency directors were quite candid in their discussions of the problems and issues they face in trying to sustain and further their organizational goals of improving the lives of young people. What follows is a brief summary of the most frequently mentioned general problems or limitations they said they face. These limitations often directly or indirectly inhibit achievement of their goal of encouraging further youth involvement and leadership development.

- staff turnover, the difficulty in finding well trained staff (or having the finances to hire young people as staff members); also the need to recruit for greater staff diversity
- the need to do more outreach to younger children (below middle school age) and to older (high school aged) youth; middle school-aged youth currently seem to be the easiest to involve in youth organizations
- negative media representations of young people and their impact on public opinion, funding of agency programs, etc.
- too little positive visibility of young people in the community and too little coverage of their accomplishments
- the need for more physical space for young people -- safe space, both indoors and outdoors
- inadequate community support and effective linkages between community agencies and schools
- logistical problems - e.g. safe transport for young children and youth to and from community programs/agencies
- financial problems of various sorts and the need for more regularized fundraising
- the difficulty of addressing the large underlying root causes of neighborhood problems through local action and the need to work for social change at a more global level

## 5. Problems in Promoting or Sustaining Youth Involvement

While describing the variety of ways that they encourage the participation of young people in the activities and decision making of their organizations, agency heads also provide critiques of these structures and methods. The most frequently mentioned problems are as follows:

• Licensing and other regulations create difficulties for some organizations when it comes to hiring youth as paid staff members (e.g. day care requirements or social worker licensing requirements). Providing young people with a staff position is seen by several agency directors as one important way to assure youth involvement in agency decisions.

• Opportunities for participation are often there but, for a variety of reasons, youth sometimes do not make use of them [see below].

• Even in the most democratically structured organizations, there is sometimes little incentive for young people to join formal governing bodies which are perceived as boring, incomprehensible, or ineffective. If the participatory structures are not transparent enough to enable young people to follow their decisions and opinions as governing members to the next level, and see the outcomes, participation may seem too abstract and meaningless.

• Program directors mention numerous problems concerning their attempts to provide youth with representation on formal governing bodies. These can be summarized as follows:

> • Meetings involving young people are often unwelcoming and unfamiliar to youth (e.g. no refreshments are served, individual adults may talk too much, the material covered may be presented in a boring fashion etc.)

> • Adults who will be working with youth are not sufficiently trained to share their power.

> • Adults who are negative role models in decision making situations - e.g. board members who miss meetings, come late, leave early etc.

> • Youth are not generally trained in how to function with adults on democratic governing bodies. They may not understand what their roles are on these

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governing bodies or what is expected of them in different settings. In addition, they may not have access to the same information as adult members of the same decision making body.

• Unrealistic by-laws can cause conflict with practice. For example, in one organization three consecutive meetings were required for someone to become formally involved in decision making but no actual meeting dates were able to be set.

• Problems arise when regular meetings are not set and/or there is not enough flexibility in governing structures. Often, for example, the number and timing of meetings is set by adults and not by young people who are expected to participate. The school calendar exerts a powerful influence on youth participation but is not necessarily taken into account. New methods are thus needed to assure the presence of young people on governing bodies in the short term and the continuity of young people's involvement over the long term.

• Youth sometimes leave governing boards before their term is up causing empty seats. These seats often remain vacant and/or are filled in a non-democratic fashion (i.e. by appointment).

• Most young people who are active in youth organizations have very limited, if any, involvement in the hiring or firing of staff. Exceptions are when young people are members of boards of directors or on assessment teams. In these cases, they are sometimes given a voice in hiring.

• In big, hierarchically structured organizations there may be few, if any, links between the lowest and the highest levels of authority - i.e. youth may have access to project or service directors but not to the executive director.

• Youth advisory and planning/programming teams are not always permanent entities in an organization; they are often formed only for singular events and are then disbanded. As a result, there is no effective way to sustain the enthusiasm and involvement of the young team members over the long term.

• The difficult language encountered in such activities as grant writing often precludes the active involvement of young people.

• Friction can exist between formal and less formal mechanisms for soliciting youth involvement. For example, those young people elected on to the governing bodies of youth organizations from a wide-based (community) population may not also be the same young people who actually do the work and participate most actively in the organization.

## 6. Future Visions of the Programs

Several youth organizations emphasize young people's empowerment in their organizational goals or mission statements but have few structures in place for involving young people in democratic decision making. These organizations as well as those that have already made progress towards democratization, seek advice about ways to invent new and more participatory mechanisms for encouraging youth involvement in the future.

The visions articulated by agency heads often reflect this need for new youth participation models. They include a desire to have more young people transition into paid staff positions to coordinate other young volunteers or to be used as peer counselors and in service delivery. Directors of all youth programs seek greater youth involvement in program coordination as well as governance. They envision a number of ways to do this (e.g. the creation of a youth council, the election of representatives from different age groups within the agency to program teams etc.). Directors also see the importance of imparting to their youngsters more of the skills they need to successfully negotiate the environments and problems they are likely to encounter in the outside world. These include better techniques for dealing with racism, inequality, and a changing job market. Some heads of youth programs have specific goals of addressing larger needs such as job creation for the young, while others strategize about ways of enabling young people active with their programs to become liaisons with their communities, setting up groups of other young people and using these groups to lobby for their interests and needs in the city.

While most agency heads root their ideas for change in what they perceive to be possible in the here and now, some allow themselves to envision more global and far-reaching forms of change. These include everything from political goals (e.g. the demise of the Republicans and restoration of secure funding) to visions of transformed neighborhoods with a range of experimental projects (technological and other) that produce a marked change in the everyday lives and environments of young people, and that provide some real hope for the future. Nearly all of the youth program directors we spoke to wanted the positive contributions of their young people to become more visible to the larger community, and for the young to acquire a greater voice in their schools, health care, and other systems affecting their lives. Most importantly, they wanted other adults to recognize children as young *persons*.

# IV  CONCLUSIONS AND THE NEED FOR FURTHER RESEARCH

Shirley Brice Heath suggests that youth organizations are, for many young people, "border zones" between life on the streets and life in mainstream institutions; they are critical for survival and also (on occasion) portals to a more promising future. Our survey, in spite of the small sample size, confirms these views and suggests the key role that young people's active participation in organizational decision making can play in enhancing the overall effectiveness of youth work. Agency heads affirm the fact that young people are the real authorities about their lives and that when they are provided with meaningful opportunities for expressing their opinions and assuming organizational roles, feel a sense of respect and efficacy that encourages them to refer other youth to the program. They claim that when young people think of an organization 'as theirs', they are also more likely to ask for support and guidance from adults.

In uncovering and assessing the variety of mechanisms that youth organizations use to encourage and sustain young people's involvement, some very different approaches to planning, programming and evaluation emerged. For example, we found that while a few programs rely almost exclusively on formal governing structures for soliciting the opinions and encouraging the involvement of young people in important areas of programming and evaluation, others focus more heavily on non-governmental and less formal mechanisms to achieve these ends. As our Summary of Key Points suggests, being a member of a formal governing body by no means insures young people an active or effective role in decision making. The degree of training provided to both youth and adults is a key factor.

Though effective mechanisms for supporting and sustaining young people's participation are important to the success of youth leadership development, it is also apparent that even active young people will not remain active in the absence of positive perceived outcomes to their involvement. Furthermore, a number of our informants explained that these perceived outcomes were more effective if they were achieved together with adults in their own community.

We believe that the preliminary models we have generated for representing the formal governing structures of youth organizations and for situating young people within them, can contribute to the creation of a very useful and effective evaluation tool. Further refinement in the interview schedule is required together with a check list of mechanisms

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for sustaining youth participation. A critical analysis of these models and check lists would then enable the Children and Environment group to provide child and youth organizations with practical guidelines for improving their programs.

In seeking to extend this pilot survey our goals would be:

• To refine our questionnaire and perhaps generate a hybrid survey that incorporates questions from the California Wellness Foundation survey.

• To administer our survey on the role and status of youth participation to a larger cohort of organizations. Our small sample size did not enable us to adequately correlate various models of youth participation with organizational impact. Also, if we were able to administer the survey more widely, we would devote more attention to those who work with younger children and to community-based organizations that involve both adults and young people in neighborhood revitalization.

• To also interview children and youth in the organizations, both individually and in groups. Talking solely to adult agency heads does not enable us to verify the meaning or effectiveness of young people's participation, nor can we determine the full impact of this involvement on their lives and the organizations they are a part of.

• To generate instruments for the on-going monitoring and the evaluation of the formal and informal structures and practices of child and youth organizations.

## APPENDIX A

## Organizations Surveyed In the Pilot Study

Bridge Over Troubled Waters
    47 West Street
    Boston, Ma. 02111
    Jenny Price, Executive Director
    (617) 423-9575

Detroit Summer
    Detroit, Michigan
    Shea Howell, Co-coordinator
    (313) 341-7749

GASA (Girls After-School Academy)
    San Fransisco, California
    Jumoke Hinton, Executive Director
    (415) 584-4044

Girls Inc.
    P.O. Box 6812
    Holyoke, Ma. 01041
    Sharon Murphy, Director
    (413) 532-6247

Holyoke Youth Alliance
    247 Cabot Street
    Holyoke, Ma. 01040
    Paula Tessier, Director
    (413) 532-2900

KOS (Kids of Survival)
    965 Longwood Avenue #202
    Bronx, New York 10459
    Tim Rollins, Director
    (718) 542-5303

One Earth One People
    5405 Waring Drive
    Cinncinati, Ohio 45243
    Jane Church, Advisor
    (513) 561-1562

The Sanctuary
    132 Franklin Blvd, Suite 200
    Pontiac, Michigan 48341
    Meri Pohutsky, Executive Director
    (810) 333-2277

SDYCS (San Diego Youth & Community Services)
San Diego, California
Paul Watson. Director
(619) 221-8600

Spectrum Youth & Family Services
31 Elmwood Ave.
Burlington, Vermont 05401
Barbara Rachelson, Program Development Director
(802) 864-7423

Take Charge, Be Somebody
Housing Environments Research Group
33 West 42 St, NY, NY 10036
Jodi Imbimbo, Project Evaluator
(212) 642-2566

Toronto Healthy Cities - Youth Advisory Board
20 Dundas Street West
Suite 1036 Box 22
Toronto, Ontario M5G2C2
Augusto Mathias, Healthy Cities Planner
(416) 392-1087

Young People's East Harlem Resource Center
169 East 103rd Street
East Harlem, Now York
Jason Schwartzman, Ex-director
(804) 756-2700

YAP (Youth Action Program)
1280 Fifth Ave,
New York, NY 10029
Robin Allen-Payne, Executive Assistant
(212) 860-8894

Youth Emergency Services
6816 Washington Avenue
St. Louis, Missouri 63130
Dee Dee Tate, Director
(314) 862-1334

## APPENDIX B

**Geographic Distribution of Youth Programs**

California
    San Diego     1
    San Fransisco     1
Massachusetts
    Boston     1
    Holyoke     2
Michigan
    Detroit     1
    Pontiac     1
Missouri
    St. Louis     1
New York City     4
Ohio
    Cincinnati     1
Ontario, Canada
    Toronto     1
Vermont
    Burlington     1

## APPENDIX C

## Demographic Profile of Youth Programs

| Organization | No. | Age | Race | Gender[M/F %s] |
|---|---|---|---|---|
| Bridge Over Troubled Waters | 4-6 youth on staff 100s clients | 12-24 clients | 40%Af.Am. 35%Wh. 20%Lat. 5% other clients | 45/55 clients 50/50 youth staff |
| Detroit Summer | 54 | 14-25 | 85%Af.Am. 15%Wh. & Other | 40/60 |
| GASA | 45 | 11-18 | 100%Af.Am. | 0/100 |
| Girl's Inc. | 75 | 6-18 | 90%Lat. 5%Af.Am. 5%Wh. | 0/100 |
| Holyoke Youth Alliance | 35-50 | 12-18 | 75%Lat. 10%Af.Am. 5%Wh. | 50/50 |
| KOS | 12 | 11-24 | 80%Lat. 20%Af.Am. | 100/0 |
| One Earth One People | 1000s student per year participate - no information provided | | | |
| The Sanctuary | 1000s youth served/yr. | all ages | 25%NonWh. 75%Wh. | 38/62 |
| | 30 of 70 staff are youth | no additional information provided | | |
| San Diego Youth & Community Services | 100s served 8% staff are youth (14) | info. not provided | | 50/50 among youth served 15/85 among youth staff |
| Spectrum Youth & Family Services | 6 youth staff of total of 32 | 15-21 | 66%Wh. 16.5%Af.Am. 16.5%Asian | info. not provided |

| Organization | No. | Age | Race | Gender[M/F %s] |
|---|---|---|---|---|
| Take Charge, Be Somebody | 70-100 | 12-25 | 50%Lat. 50%Af.Am. | 40/60 |
| Toronto Healthy Cities Youth Advisory Board | 15? | 14-25 | very ethnically diverse | 40/60 |
| Young People's East Harlem Resource Center | 120 | 0-25 | 33%Puerto Rican 33%Dominican 33%Mexican | 60/40 |
| Youth Action Program | 150 | 17-24 | 50%Lat. 50%Af.Am. | Youth Build: 80/20 Other Progs.: 50/50 |
| Youth Emergency Services | 1/2 volunteers are youth (25-43) | no info. | 35%Af.Am. 65%Wh. | 50/50 |

## APPENDIX D
## Primary Program Focus Areas

Community Development and Activism
> Detroit Summer
>
> San Diego Youth & Community Services
>
> Toronto Healthy Cities Youth Advisory Board
>
> Youth Action Program

Counseling and Other Services for homeless/runaway, high risk youth
> Bridge Over Troubled Waters
>
> The Sanctuary
>
> San Diego Youth & Community Services
>
> Spectrum Youth & Family Services
>
> Young People's East Harlem Resource Center

Education and/or Employment
> Take Charge, Be Somebody
>
> Young People's East Harlem Resource Center
>
> Youth Action Program

Health
> Holyoke Youth Alliance
>
> Spectrum Youth & Family Services
>
> Take Charge, Be Somebody

Recreation
> Girl's Inc.
>
> Youth Action Program

Visual Arts/Theater
> Kids of Survival

Youth Empowerment and Support Groups
> Girls After School Academy
>
> Girl's Inc.
>
> Holyoke Youth Alliance
>
> Youth Action Program
>
> Young People's East Harlem Resource Center

Youth Environmental Activism
> Detroit Summer
>
> One Earth One People

# APPENDIX E

## Agency Activity Profile

**Bridge Over Troubled Waters:** Multi-service agency for runaways and homeless or abused youth
*Goal:* to help youth transition into more stable situations and become more self-sufficient
Activities: street outreach, free medical vans and dental clinics, GED programs, teen parenting center and transitional housing

**Detroit Summer:** Multi-cultural intergenerational program to redevelop Detroit neighborhoods
*Goal:* leadership development for young people, creating models for sustainable economic development and visible projects to inspire young people about what can be done to improve their lives and their city
activities: a variety of neighborhood improvement projects - e.g. urban gardens, flower and herb marketing, murals, house painting for the elderly, anti-violence work, intergenerational dialogues, children's theater etc.

**GASA (Girl's After-School Academy):** Resource and education center for girls aged 11-18 in public housing
*Goal:* to respond comprehensively to low income young women's problems, increase t heir self-sufficiency and manage conflict
Activities: homework assistance, mentoring, urban beautification, public art (murals etc.), community gardening, writing workshops, recreation

**Girls Inc.:** After-school program for girls aged 6-16
*Goal:* to make girls "strong, smart and bold," to empower and provide girls with opportunities
Activities: peer education, Project YES (youth and elderly sharing), theater, crafts, sports, health education and violence prevention, Operation Smart (science, math, computer projects etc.), career development

**Holyoke Youth Alliance:** After-school program for teens (part of a broad-based pregnancy prevention initiative)
*Goal:* to promote health, develop leadership, enhance the self-esteem of teens, and encourage positive youth/adult interaction
Activities: produce youth-run events including education, entertainment, the development of media and organizational skills, health prevention work through theater and other forms of outreach

**KOS (Kids of Survival):** Art program for at-risk youth
*Goal:* to identify, develop and promote the art of gifted and at-risk youth (no natural artistic talent required)
Activities: reading of books and generation of images and art projects from these readings and from the meanings young people attach to their lives and their living environments

**One Earth One People:** Youth-led environmental education and action program
*Goal:* to prepare young people to help restore and care for the earth
Activities: use T.V. to connect youth around the world on environmental themes, Action Education Program (select different environmental problems to examine and develop through public exhibits), youth (or child) environmental research, newsletter, environmental activism

**The Sanctuary:** Program to identify and address the needs of high-risk youth and their families
*Goal*: to promote the well-being of high-risk youth and their families
Activities: provision of Activities and services for young people, community education, speakers bureau, teen theater, community development work in public housing, peer counseling and leadership development for young people


**SDYCS (San Diego Youth & Community Services):** Multi-service community agency directed at addressing the needs of young people and their families
*Goal*: social change - service provision is seen as a means to a larger end of getting into communities to do development work; to give young people the skills to change their families and their communities
Activities: formation of neighborhood centers where community development work is done (work differs depending on neighborhood - e.g. a senior's day center, gang diversion, HIV prevention, conflict resolution etc.)

**Spectrum Youth & Family Services:** Program to address the needs of adolescents and their families
*Goal*: to provide a full range of services to teens and families
Activities: run a SRO shelter for young people, counsel against abuse, deal with problems of homelessness, educate around health issues, provide employment education, handle legal problems, do peer outreach, street work with youth etc.


**Take Charge, Be Somebody:** Full service youth program
*Goal*: to reduce young people's involvement with alcohol, drugs etc. and to provide career and educational opportunities
Activities: provision of personal and community resources, peer counseling, support groups for young people, summer youth employment, festivals and recreation


**Toronto Healthy Cities - Youth Advisory Board:** Youth board to advise adult planners who run the Healthy Cities Program in Toronto
*Goal*: to enable young people's views to be represented within the larger Healthy Cities program which has adopted a broad definition of urban health; to engage in Activities to promote the achievement of greater health for all residents of the city of Toronto; to encourage young people to get more involved in debates and problem-solving about the quality of life in Toronto
Activities: these vary and are selected by young people - examples include a Youth Forum on Violence, anti-racism workshops etc.


**Young People's East Harlem Resource Center:** Full service youth program
*Goal*: to provide support and opportunities for young people in East Harlem
Activities: provision of safe space for problem-solving, sports programs, youth employment programs, street outreach


**YAP (Youth Action Program):** Youth program and community development in East Harlem
*Goal*: youth leadership, economic and skills development, community building
Activities: Youth Build projects where young people learn construction skills and environmental safety, recycling (with business and merchants), clearing empty lots, developing community gardens etc.

**Youth Emergency Services:** Provides services to homeless, neglected or abused youths and their families through youth/adult partnerships & youth advocacy [founded by 3 jr. high school students]
*Goal:* to provide youth with the information and tools to make decisions for themselves and resolve conflicts
Activities: school-based projects, mini conferences for youth on conflict resolution, youth & adult mediation for families, workplaces, family court, schools etc.