Positive Youth Development Initiative:
CountyStat Follow-Up 1

CountyStat Discussion

30 May 2008

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CountyStat Principles

- Require Data-Driven Performance
- Promote Strategic Governance
- Increase Government Transparency
- Foster a Culture of Accountability

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Agenda

- Welcome and Introductions
- CountyStat and the Positive Youth Development Initiative
- CountyStat Follow-Up Items
  - Common Definitions
  - Organizational Approach
  - Program Identification
  - Performance Measures
- Departmental Measurement Updates
  - Recreation
  - Health and Human Services
  - Police
  - Correction and Rehabilitation
 - Public Libraries
- Wrap-up and Follow-Up Items

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Goal of CountyStat Positive Youth Development Initiative Meetings: Translating Policy into Operational Performance

Step 1: <u>Define</u> and identify key aspects of positive youth development across departments.

Step 2: <u>Articulate</u> an organizational approach and work plan that allows for clear linkage between overall policies and operational realities.

Step 3: <u>Identify</u> which existing programs should fall under the PYDI.

Step 4: <u>Construct</u> measures to demonstrate performance of programs associated with positive youth development.

Step 5: <u>Collect</u> and <u>report</u> existing data for analysis.

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Process for Impact on
Positive Youth Development Initiative (PYDI)

Define

Articulate

Identify

Construct

Collect and Report
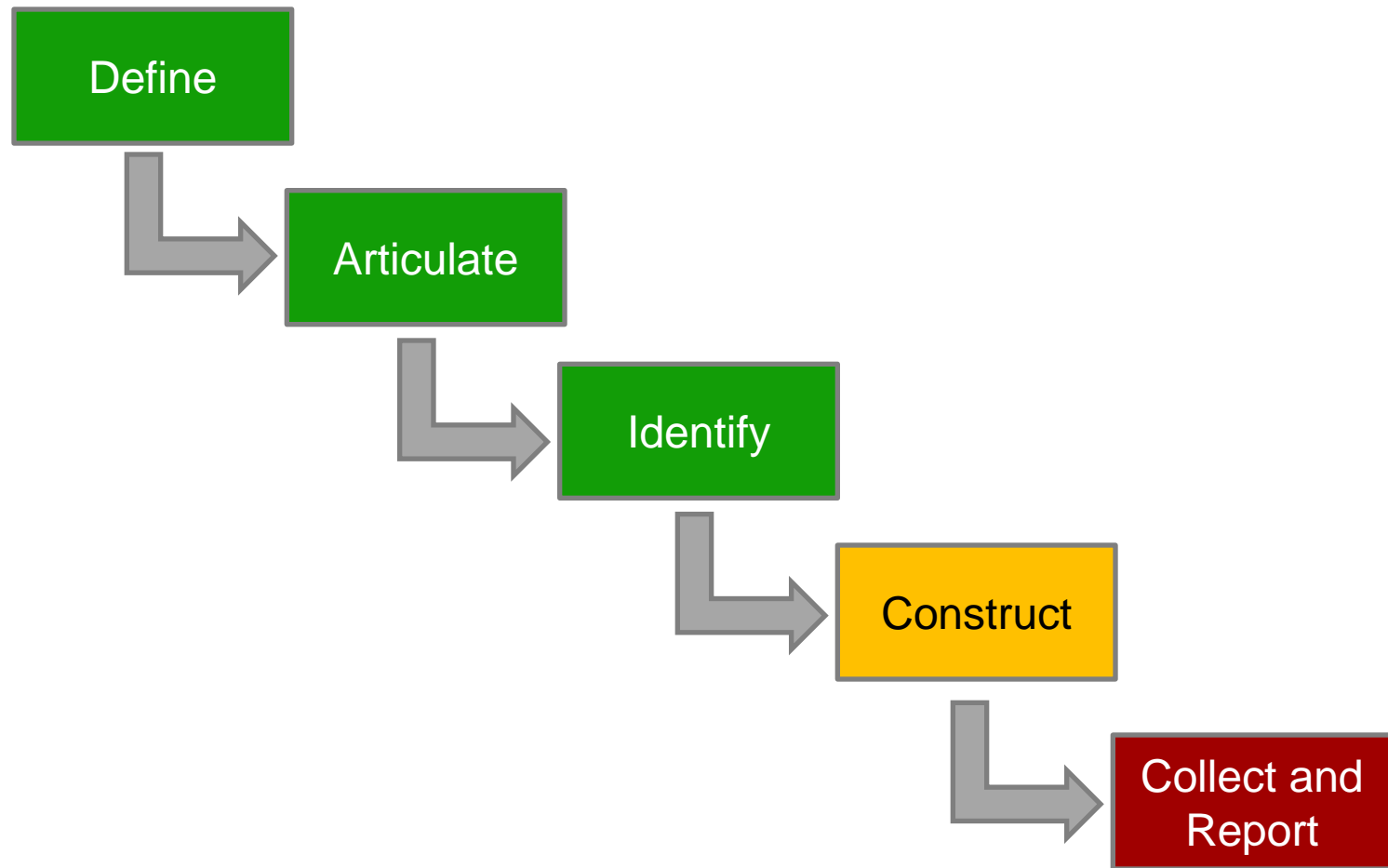
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Current CountyStat Participants:
Positive Youth Development Initiative (PYDI)

- **Positive Youth Development Initiative Steering Committee Chairs**
  - Mission: Serve as lead coordinating body for Initiative and direct involvement of all participants.
  - Membership:

    Tom Manger: Montgomery County Police Department (MCPD)

    Gabe Albornoz: Department of Recreation (REC)

    Uma Ahluwalia: Department of Health and Human Services (HHS)

- **PYDI Steering Committee Departmental Representatives**
  - Mission: Serve as vetting body during CountyStat involvement.
  - Membership:

    Department of Correction and Rehabilitation (DOCR)

    Montgomery County Public Libraries (MCPL)

Steering Committee Chairs will implement all recommendations and ensure compliance and participation of all stakeholders through internal PYDI meetings.

Follow Up Item Progress

- **Step 1: Create Common Definitions**
  - CountyStat PYDI participants created common definitions for eight terms that are central to articulating overall Initiative goals and performance measures

Complete

- **Step 2: Articulate Organizational Approach**
  - CountyStat PYDI participants drafted a formal organizational approach placing the onus for coordination and Initiative direction within the Steering Committee Chairs

Complete

- **Step 3: Identify PYDI Programs/Activities/Resources**
  - CountyStat PYDI participants identified which of their programs/activities/resources fall within the PYDI

Complete

- **Step 4: Create Performance Measures**
  - CountyStat PYDI participants created individual output measures and will craft overall outcome measures with involvement of all Steering Committee stakeholders

In Progress

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Step 1: Define Key Aspects of PYDI Across County Departments

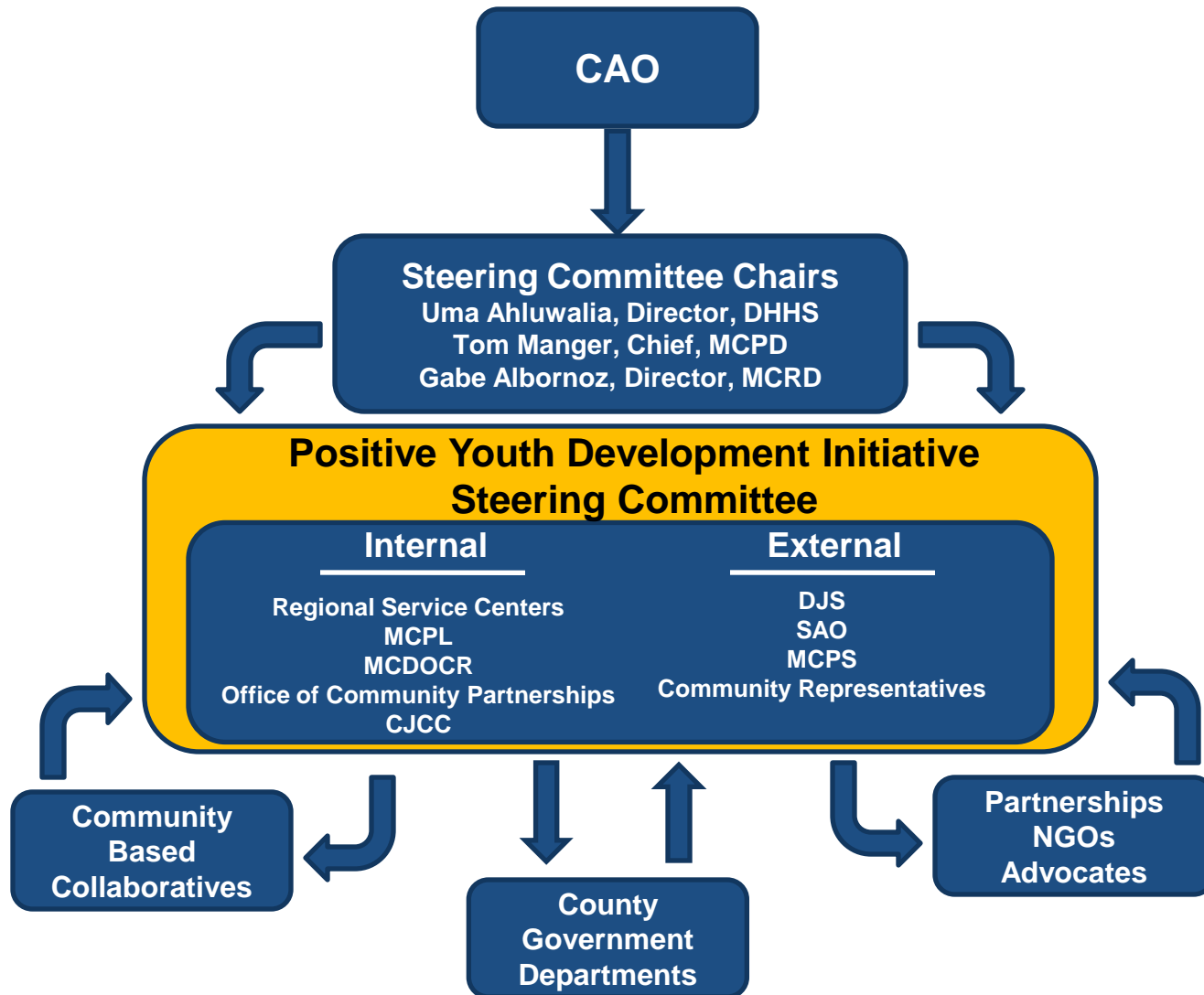|	
Youth	School-age children (5-22), as defined in Maryland State law.
Out of School Time	All time when youth are not in school, with a focus on 2 to 6pm.
At Risk/ Risky Behaviors	Behaviors that negatively affect the health, safety, and well-being of the individual youth.
Gang Activity	Activities or behaviors specifically limited to gang crime that are illicit in nature.

Step 1: Define Key Aspects of PYDI Across County Departments

Access	Program/resource location and timing that ensures appropriate allocation and provision of services with greatest impact.
Positive	Any enhancement of a youth's health, safety, and well-being.
Quality Activities	Activities that meet accreditation or certification standards.
Caring and Competent Adults	Adults with qualities that can be validated through a combination of customer satisfaction surveys, accreditation, and competency.

Step 2: Articulate Organizational Approach

CAO

Steering Committee Chairs
Uma Ahluwalia, Director, DHHS
Tom Manger, Chief, MCPD
Gabe Albornoz, Director, MCRD

Positive Youth Development Initiative Steering Committee

Internal
Regional Service Centers
MCPL
MCDOCR
Office of Community Partnerships
CJCC

External
DJS
SAO
MCPS
Community Representatives

Community Based Collaboratives

County Government Departments

Partnerships NGOs Advocates

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Step 3: Identify Which Existing Programs Should Fall Under the PYDI

- Create agreement among partners around variables that affect positive youth development in Montgomery County.

- Identify which existing programs should fall under the PYDI.

- Analyze the totality of services offered by participating stakeholders.

- Conduct gap analysis to identify areas in need of greater service coverage.

- Create greater adaptability of programming and services.

> **Gap analysis of currently identified programs allows for the comparison of how programs/activities/resources align across all PYDI stakeholders.**
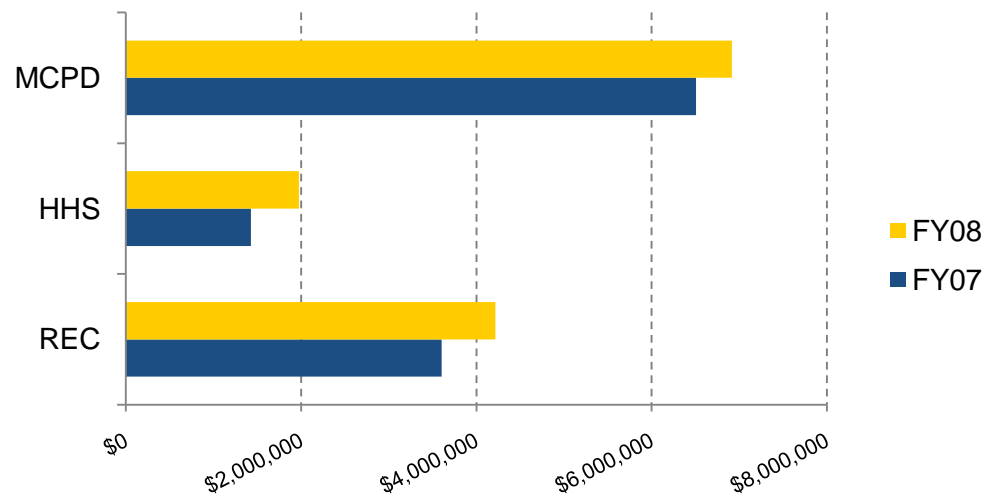
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# High-level Analysis of PYDI Programming/Resource Self-Selection: Recreation, Health and Human Services, MCPD

FY07 and FY08 Expenditures for Self-Identified PYDI Programs : REC, HHS, MCPD

FY07 Expenditures	FY08 Expenditures
$11,539,946	$13,112,349

Self-Identified PYDI Programs Versus Budget Identified PYDI Items : REC, HHS, MCPD

FY07 and FY08 Steering Committee Chair Member Departments Expenditures on Self-Identified PYDI Items:
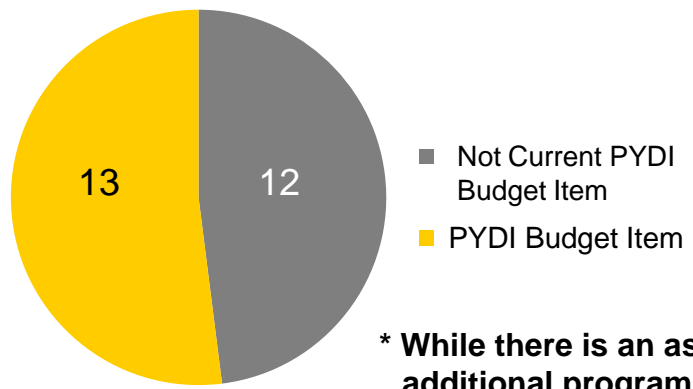
Reframing the programs/resources that contribute to positive youth development demonstrates an overall larger investment within the existing budget.

* **While there is an associated budget for PYDI, these figures include additional programs/resources, self-identified by Departments, that closely align with PYDI Departmental goals and objectives**

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Department of Recreation:
PYDI Programs/Activities/Resources

Name	Type	PYDI Budget Item	County Funds	State Funds	Federal Funds	FY07 Expenditures	FY08 Expenditures	FY09 Expenditures
RecExtra	Prevention	Yes	Yes	No	No	$825,450	$836,640	$848,380
Einstein Community Connections	Prevention, Intervention	Yes	Yes	No	No	$348,110	$348,110	$348,110
Blair Sports Academy	Prevention, Intervention	Yes	Yes	No	No	$168,260	$324,660	$332,320
Wheaton Sports Academy	Prevention, Intervention	Yes	Yes	No	No	$233,760	$277,160	$284,820
Paint Branch Sports Academy	Prevention, Intervention	Yes	Yes	No	No	$206,270	$312,680	$320,340
Springbrook Sports Academy	Prevention, Intervention	Yes	Yes	No	No	$206,270	$312,680	$320,340
Seneca Valley Sports Academy	Prevention, Intervention	Yes	Yes	No	No	0	$125,000	$286,760
Summer Teen Programs	Prevention, Intervention	No	Yes	No	No	$380,540	$399,560	$419,530
Teen Leadership	Prevention	No	Yes	No	No	$161,460	$169,530	$178,000
Teen Events	Prevention, Intervention	No	Yes	No	No	$266,050	$279,350	$293,310
Teen Clubs	Prevention	No	Yes	No	No	$809,200	$833,400	$858,400

Department of Recreation:
PYDI Programs/Activities/Resources

Program Description	Target Age	Target Population	Hours of Operation	Days a Week	Days of Operation	Location	Participation Prerequisites
Structure of coordinating activities on campus after school (After School Activity Coordinator - ASAC) plus enhanced programming on site	11-14	open to all but outreach to those with higher risk factors	2:30PM-4:10PM	3	Tuesday, Wednesday, Thursday	all 38 MCPS middle schools	none
Provides safe and supervised environments for teens during this high risk time. Consists of a sports and academic component(new in FY08). It is run by a Lead Specialist, supported by a staff of Assistants, Police, and school employees. Though there is a general structure to an academy, each is slightly different in order to meet the needs of that specific community. Other partnership includes the PTSA and various community non-profits.	14-19	open to all but outreach to those with higher risk factors	2:30PM-5:00PM	3	Tuesday, Wednesday, Friday	Einstein High School	none
	14-19	open to all but outreach to those with higher risk factors	2:15PM-5:00PM	4	Monday, Tuesday, Wednesday, Thursday	Blair High School	none
	14-19	open to all but outreach to those with higher risk factors	2:15PM-4:30PM	4	Monday, Tuesday, Wednesday, Thursday	Wheaton High School	none
	14-19	open to all but outreach to those with higher risk factors	2:15PM-5:00PM	3	Tuesday, Wednesday, Thursday	Paint Branch High School	none
	14-19	open to all but outreach to those with higher risk factors	2:15PM-5:00PM	3	Tuesday, Wednesday, Thursday	Springbrook High School	none
	14-19	open to all but outreach to those with higher risk factors	2:15PM-5:00PM	4	Monday, Tuesday, Wednesday, Thursday	Seneca Valley High School	none
Provides safe and supervised environments for teens during this high risk time. Consist of variety of experiential opportunities.	13-16	open to all but outreach to those with higher risk factors	9:00AM-3:30PM	5	Monday, Tuesday, Wednesday, Thursday, Friday	various, county-wide	none
Leadership opportunities year round through the Youth Advisory Committee (YAC), Big Buddy, KEEN, SOS, Counselor in Training (CIT)	11-19	open to all but outreach to those with higher risk factors	evening meetings, weekend events (CIT 9-3:30)	4	Meetings Tuesday or Thursday (CIT M-F)	various, county-wide	application process
One-time events such as pool parties, dances, concerts, sports tournaments, and speak outs that engage youth	11-19	open to all but outreach to those with higher risk factors	various nights and weekends	NA	Various	various, county-wide	none
One-time events or activities such as ski trips, bowling, shows, museums, dances, canoeing, etc.	11-19	open to all but outreach to those with higher risk factors	various nights and weekends	NA	Various	various, county-wide	none

Department of Health and Human Services
PYDI Programs/Activities/Resources

Name	Type	PYDI Budget Item	County Funds	State Funds	Federal Funds	FY07 Expenditures	FY08 Expenditures	FY09 Expenditures
Crossroads Youth Opportunity Center	Intervention	Yes	Yes	No	Yes	$640,056	$604,215	$651,935
Northwood High School Wellness Center	Prevention and Intervention	Yes	Yes	No	No	$131,670	$685,240	$865,791
Street Outreach Network	Intervention and Prevention	Yes	Yes	No	No	$260,000	$267,576	$332,419
Youth Violence Prevention Coordinator	Prevention and Intervention	Yes	Yes	No	No	$89,800	$108,000	$119,666
Identity After School Program	Prevention	Yes	Yes	No	No	$306,000	$312,120	$312,120

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Department of Health and Human Services
PYDI Programs/Activities/Resources

Program Description	Target Age	Target Population	Hours of Operation	Days a Week	Days of Operation	Location	Participation Prerequisites
Program provides prevention and intervention services to at risk and gang involved youth from both Montgomery and Prince George's Counties. Services include the following: Positive Youth Development, Family Strengthening, Job Placement, Safety Planning, Mental Health Services, Case Management, Legal Services, Social supports for incarcerated youth.	14-24	Youth at-risk of gang involvement as well as active gang members from Montgomery and Prince Georges Counties.	Monday through Friday 10 AM until 7 PM, Saturday 10 AM until 3 PM.	6	Monday through Saturday	7676 New Hampshire Avenue	none
Provide a range of social services and health services to students that include the following: Social Services, Positive Youth Development, Mental Health, Case Management, and health screenings.	14-22	All Northwood students	7:30PM 6:00PM	5	Monday thru Friday, and occasional weekends.	Northwood High School 919 University Blvd. W, Rm. F124	Northwood Students only
Engage high risk youth and provide them with support and opportunities for success; assist in mediation and addressing community conflict.	14-25	Youth at-risk for gang involvement and active gang members.	12:00PM-8:30PM	5	Monday thru Friday as well as some weekends.	Wheaton Recreation Center and 18905 Kingsview Road, Germantown, MD	None
Community Outreach education to schools, Churches, Community Groups, Parents, Youth, and other stakeholders, oversee federal and county funding, project management.	14-25	All residents of Montgomery County	8:30 until 5 PM as well as nights and weekends	5	Monday thru Friday and some occasional weekends.	401 Hungerford Drive, Rockville, MD	None
Provide a Positive Youth Development Program through after school services at 10 MCPS schools. Services target at-risk Latino youth and their parents/guardians, and include team building, leadership development, and parent /guardian training.	12-18	Youth at-risk for gang involvement and active gang members.	2:30PM until 4:30PM weekdays and drop-in during other hours.	5	Monday through Friday, and Weekend retreats.	414 East Diamond Ave., Gaithersburg, MD	MCPS students in the designated schools.

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Montgomery County Police Department: PYDI Programs/Activities/Resources

Name	Type	PYDI Budget Item	County Funds	State Funds	Federal Funds	FY07 Expenditures	FY08 Expenditures	FY09 Expenditures
Centralized Gang Unit	Suppression, Intervention	Yes	Yes	Yes	No	(1 Sergeant and 6 PO III's) $137,360 + $600,840 **Personnel Cost - $738,200**	$142,854 + $624,874 = **Total Cost - $767,728**	TBD
District Gang Coordinators	Suppression, Intervention	No	Yes	No	No	(9 PO III's) **Personnel Costs - $901,260**	$937,310	TBD
Gang Analyst	Prevention, Suppression	No	Yes	No	No	0	$70,070	Anticipated $70,070
Student Safety Patrol program	Prevention	No	Yes	No	No	**Operating Expenses - $54,000**	**Operating Expenses - $60,000**	TBD
Police Activity (Pal)	Prevention	No	Yes	Yes	Yes	(1 - Corporal and 3 - POIII's) Personnel Costs - $404,750 Operating Expenses - $52,000 **Total Cost - $456,750**	Personnel Costs - $409,090 Operating Expenses - $55,000 **Total Cost - $464,090**	TBD
Community Outreach Section (COS)	Prevention	No	Yes	Yes	Yes	(9 - POIII's) Personnel Costs - $872,910 Operating Expenses - $81,000 **Total Cost - $953,910**	Personnel Costs - $901,260 Operating Expenses - $90,000 **Total Cost - $991,260**	TBD
Montgomery County Police Department Explorer Post 1986	Prevention	No	Yes	No	No	(I - POIII) Personnel Cost: $96,990 Operating Expenses - $24,000 **Total Cost - 120,990**	Personnel Cost - $ 100,140 Operating Expenses - $25,000 **Total Cost - $125,130**	TBD
Community Outreach Officers - District Stations	Prevention	No	Yes	No	No	(6 POIII) Personnel Cost: **$581,940**	(6 POIII) Personnel Cost: **$600,840**	
Education Facility Officers (EFO's)	Prevention, Intervention, Suppression	No	Yes	No	No	$2.7 million	$2.9 million	$3.3 million

Montgomery County Police Department : PYDI Programs/Activities/Resources

Program Description	Target Age	Target Population	Hours of Operation	Days a Week	Days of Operation	Location	Participation Prerequisites
Lead the initiative of Gang Prevention, Intervention and Suppression.	15-24	At Risk Youth	24/7	NA	Varies	SID	Competitive Selection
Tracking Gang crime in their respective District. Identify active gangs and gang members. Work with EFO's MCPS, the Central gang unit and other county agencies to address gang issues in their District.	15-24	At Risk Youth	24/7	NA	Varies	District Stations	Competitive Selection
Analyze reported gang crime and submit reports on active gang members and crime patterns.	All		9:00AM - 5:00PM	5	M-F	SID	N/A
Provide structure and leadership to 5th grade safety patrols to ensure safety of school age children	10	7,000 safety patrols	0800-0900, 1500-1600	5	All school days	MCPS Elementary Schools	selected by teachers
PAL provides effective prevention activities during after-school and evening hours. These programs involve year round recreational, education, cultural, and social activities designed to install leadership traits and build good citizenship.	7-17	At risk youth in the Community	12:00PM-8:00PM	5	M-F	14715 Good Hope Rd. Silver Spring, Md. 20905	2.0GPA
COS provides effective prevention activities during the day, after-school and evening hours. These programs involve year round recreational, education, cultural, and social activities designed to install leadership traits and build good citizenship.	6-18	Youth who may be at risk to commit crimes or be disruptive in school.	7:00AM-5:00PM	5	M-F	9125A Gaither Rd. Gaithersburg, Md. 20877	None
Exploring is a worksite based, hands-on program designed to give young people an insight as to the realities of a career in law enforcement	14-20	Montgomery County youth interested in law enforcement as a career and youth who want to have a good time.	6:00PM-8:30PM	1	Wednesday	Public Service Training Academy (PSTA)	Mandated by National Guidelines
Conduct Community Outreach and presentations	All	All Community members	Varies	5	M-F	All District Stations	Competitive Selection
EFO's provide a consistent police presence at County high/middle schools	13-17	High/middle school students	7:00AM-5:00PM	5	M-F	All Police Districts	Competitive Selection

Department of Corrections:
PYDI Programs/Activities/Resources

Program Name	Type	PYDI Budget Item	County Funds	State Funds	Federal Funds	FY07 Expenditures	FY08 Expenditures	FY09 Expenditures
Moral Recognition Therapy Program	Prevention, Intervention, Suppression	No	No	No	No	$15,000	$15,000	
Identity Youth Outreach	Prevention, Intervention, Suppression	Executive grant Funding and sometimes some council grant funds	No (Grant Dollars)	No	No			
Youth Opportunities Center	Prevention, Intervention, Suppression	Executive grant Funding and sometimes some council grant funds	Identity Grant	No	No	0	0	0
Special Education	Prevention, Intervention	No	MCPS	No	No	$178,000		
Home and Hospital Educational Services	Prevention, Intervention	No	MCPS	No	No	NA	NA	NA
Gang Suppression Program	Suppression	Yes	Yes	No	No	$113,612	$124,340	
Infant Parenting Program	Prevention, Intervention	No						
Project Youth Artreach	Prevention, Intervention, Suppression	Executive grant Funding and sometimes some council grant funds	Grant	No	No	$40,000	$60,000	
Family Unification	Prevention, Intervention, Suppression	No	Yes	No	No	$3,000-$5,000	$3,000-$5,000	

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Department of Corrections:
PYDI Programs/Activities/Resources

Program Description	Target Age	Target Population	Hours of Operation	Days a Week	Days of Operation	Location	Participation Prerequisites
12 step cognitive behavioral change program for youthful offender (not yet reached their 22 birthday	14-22	Criminal Justice involved youth	24/7 therapeutic community	7	All	MCCF	meet age requirement
	14-22	Criminal Justice involved youth	8:00AM-4:00 PM	5	M-F	MCCF	Meet age requirement
Outreach to Latino youth and African American youth to foster cultural awareness and acceptance for the purposes of reduced community violence	14-22	Criminal justice involved youth	8:00AM-4:00 PM	5	M-F	MCCF program that assists with youth that are transitioning back to the community	meet age requirement
Special Education mandated by Maryland Law for incarcerated youth up to their 21st birthday who had an IEP prior to incarceration	14-21	Institutionalize youth	8:00AM-4:00 PM	5	M-F	MCCF	age and legal requirement
Enrolled youthful offenders at the time of arrest or incarceration	14-21	Institutionalized youth	8:00AM-4:00 PM	6	6 days a week	MCCF	Meet age requirement
Suppression of gang violence and recruitment with the correctional facility. The program also has an educational component to encourage life changing choices needed to leave gang life behind	All	majority are between the ages of 14 and 25	24/7	7	All	MCCF/MCDC	Validated criminal gang member
Utilization of mechanical and computerized babies to simulate the need of an infant. Facilitate by a teacher with a national recognized lesson plan	14-22	Criminal Justice involved youthful fathers	8:00AM-12:00PM	3	3 days	MCCF MRT Pod	Involved in the MRT Program and be a father
Utilizes arts, performance, visual, writing, etc.. To promote creativity accomplishment and cultural awareness and ethnic understanding	14-22	Criminal justice involved youth	as scheduled	NA	2 to 3 program per month	MCCF	none
Inmates involved in the MRT program that have reached step 8	14-22	Criminal justice involved youth and their families	once per month	NA		MCCF	Involved in the MRT Program

Montgomery County Public Libraries: PYDI Programs/Activities/Resources

Program Name	PYDI Budget Item	County Funds	State Funds	Federal Funds	FY07 Expenditures	FY08 Expenditures	FY09 Expenditures
Teen Summer Reading	No	No	No	No	$6,000	$12,000	$12,000
Mobile Services Van	No	Yes	Yes	No	$170,000	$180,000	$190,000

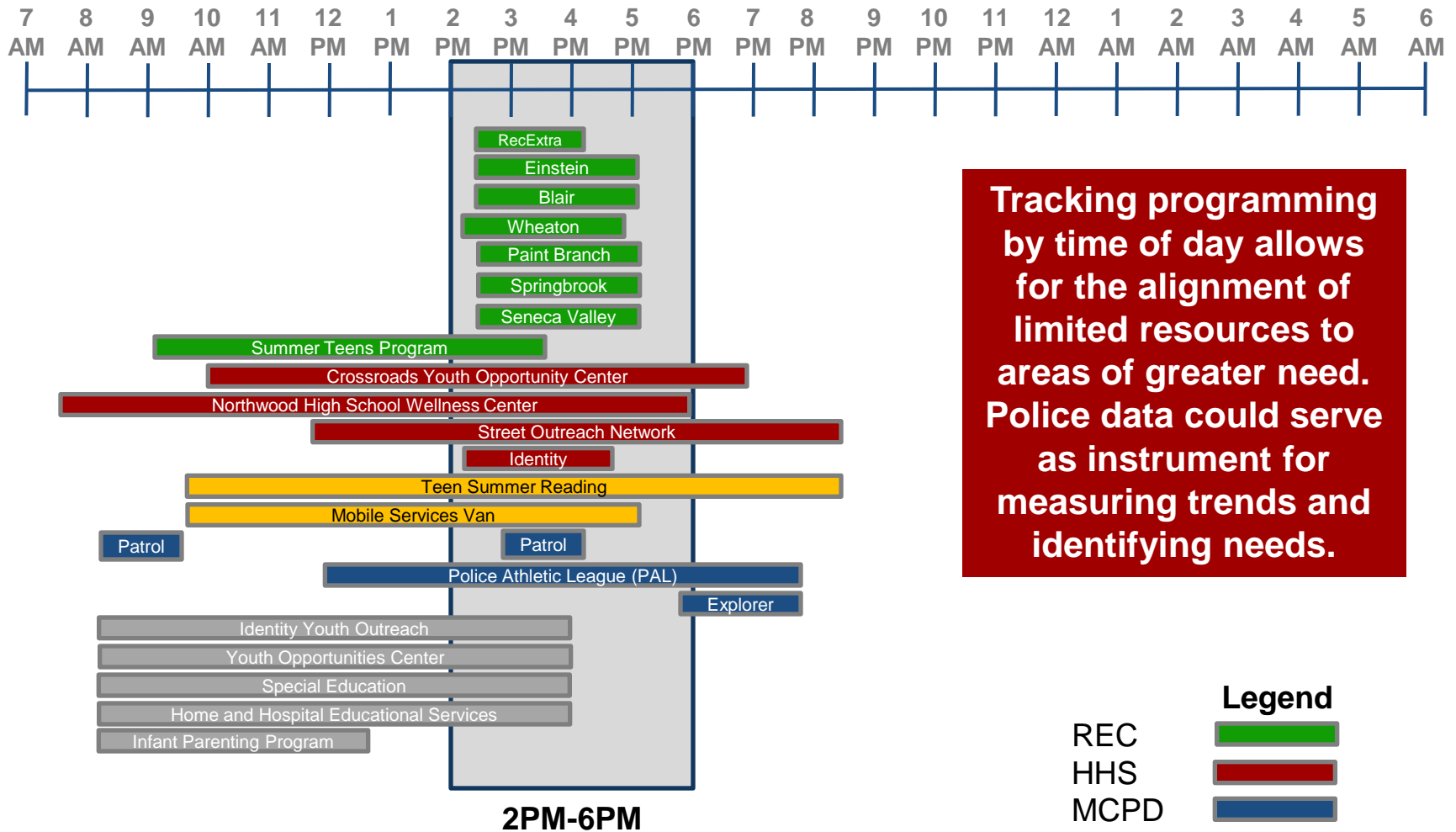| Program Description	Target Age	Target Population	Hours of Operation	Days a Week	Days of Operation	Location	Participation Prerequisites
A series of programs, contests, and activities designed to encourage Teens to read during the summer.	13-17	Teenagers	9:30 - 8:30 M - Thu., 10 - 5 Fri., 10 - 5 Sa., 12 - 5 Sun. at select locations.	7	All	21 Library Branches in County (not all participate equally, depends on demographics).	Age Range (there is a larger program for Children ages 0 - 12)
A daily outreach program to day care centers and Head start programs. We provide reading programs and books for the youth and advice/training to the daycare staff.	0-17	Youth.	9:00AM - 5:00PM	5	M - F	Various locations.	Head Start, Free & Reduced Lunch (in area), Subsidized housing (for afternoon visits).

Analyzing PYDI Resources That Are Not Programmatic

Department	Resource/ Activity Name	Target Population	Total Number of Units	Total Number of Personnel	Target Location
DOCR	Tours to local educational facilities	Students		none permanent	MCCF
DOCR	Support for county non profits serving youth in the County	Non profits assisting persons in Montgomery County	40 hours per week of one officer. Note: due to budget cuts this program will be zeroed out effective 7-1-08	1 full time officer	MCCF
MCPL	Programming	Teenagers	230 (FY07) programs, 4,545 attendees.	About 21 (not their full duties, but each branch has a Young Adult lead staff member).	All Library Branches
MCPL	Pubic Access Computers	Teenagers	Unknown (a portion of 910,000 annual uses)	Can't be quantified.	All Library Branches
MCPL	Library Materials: books, databases, media, web content	Teenagers	A portion (unknown) of an inventory of 3.1 million + information sources.	Can't be quantified.	All Library Branches
MCPL	Library Reference Services: In-person, on-line, telephone	Teenagers	A portion (unknown) of over 500,000 questions answered (FY07 data).	A portion of the work of about 200 staff (librarians and library associates).	All Library Branches
MCPL	Teen Advisory Group	Teenagers	20+ TAG members.	One to three senior staff.	All Library Branches (served by a central committee)
MCPL	Coordination with Street Outreach Network	Teenagers	N/A.	About 3 staff.	Wheaton, Long Branch, and Germantown

Non-programmatic resources can be categorized and analyzed by unit analysis and the construction of additional variables for comparison.

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PYDI Gap Analysis: Regularly Scheduled Programming by Time of Day

Timeline: 7 AM, 8 AM, 9 AM, 10 AM, 11 AM, 12 PM, 1 PM, 2 PM, 3 PM, 4 PM, 5 PM, 6 PM, 7 PM, 8 PM, 9 PM, 10 PM, 11 PM, 12 AM, 1 AM, 2 AM, 3 AM, 4 AM, 5 AM, 6 AM

Highlighted period: 2PM–6PM

Programs (REC - green):
- RecExtra
- Einstein
- Blair
- Wheaton
- Paint Branch
- Springbrook
- Seneca Valley
- Summer Teens Program

Programs (HHS - red):
- Crossroads Youth Opportunity Center
- Northwood High School Wellness Center
- Street Outreach Network
- Identity

Programs (MCPL - yellow):
- Teen Summer Reading
- Mobile Services Van

Programs (MCPD - blue):
- Patrol
- Patrol
- Police Athletic League (PAL)
- Explorer

Programs (DOCR - gray):
- Identity Youth Outreach
- Youth Opportunities Center
- Special Education
- Home and Hospital Educational Services
- Infant Parenting Program

Tracking programming by time of day allows for the alignment of limited resources to areas of greater need. Police data could serve as instrument for measuring trends and identifying needs.

*Includes Only Programming that Meets at Regular Schedule Intervals

Legend
- REC — green
- HHS — red
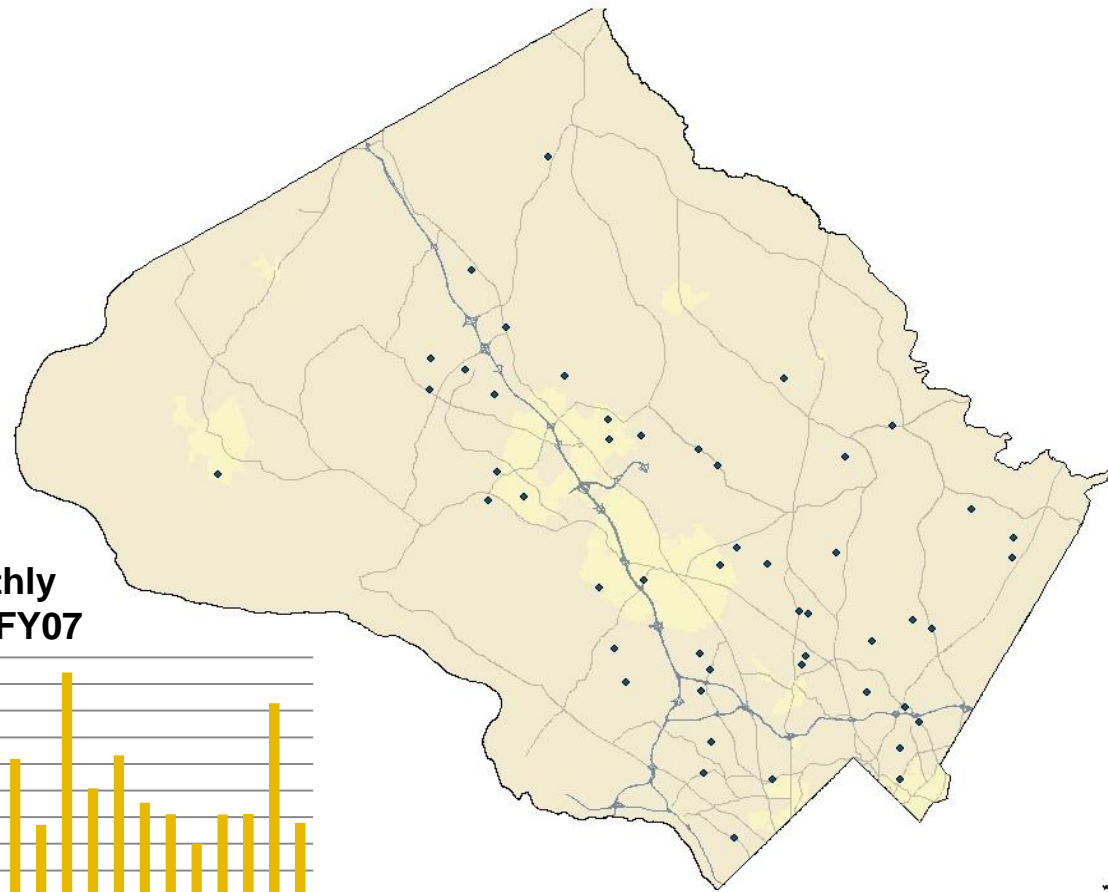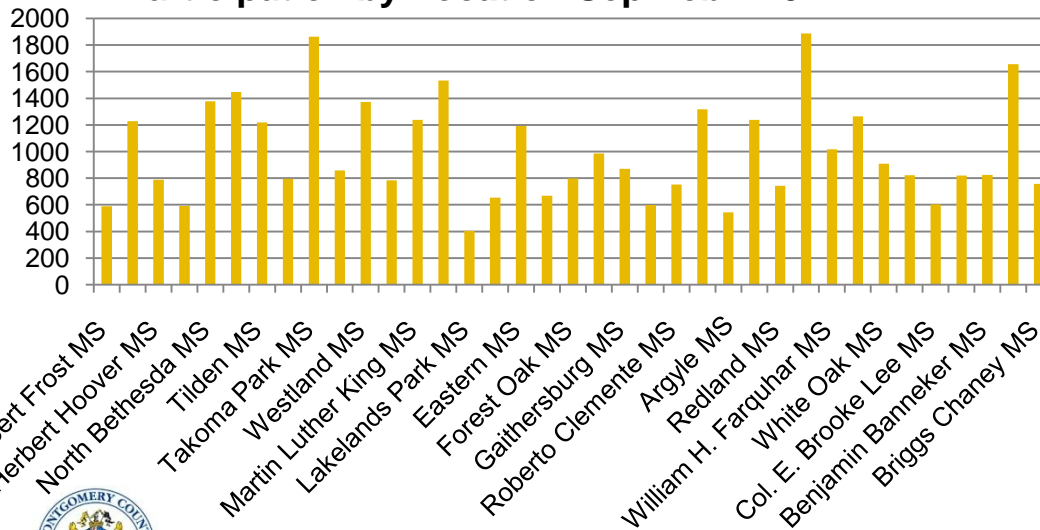- MCPD — blue
- MCPL — yellow
- DOCR — gray

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PYDI Gap Analysis: Location

Monitoring location trends and needs, identified by data and community feedback allows Departments to allocate resources accordingly.
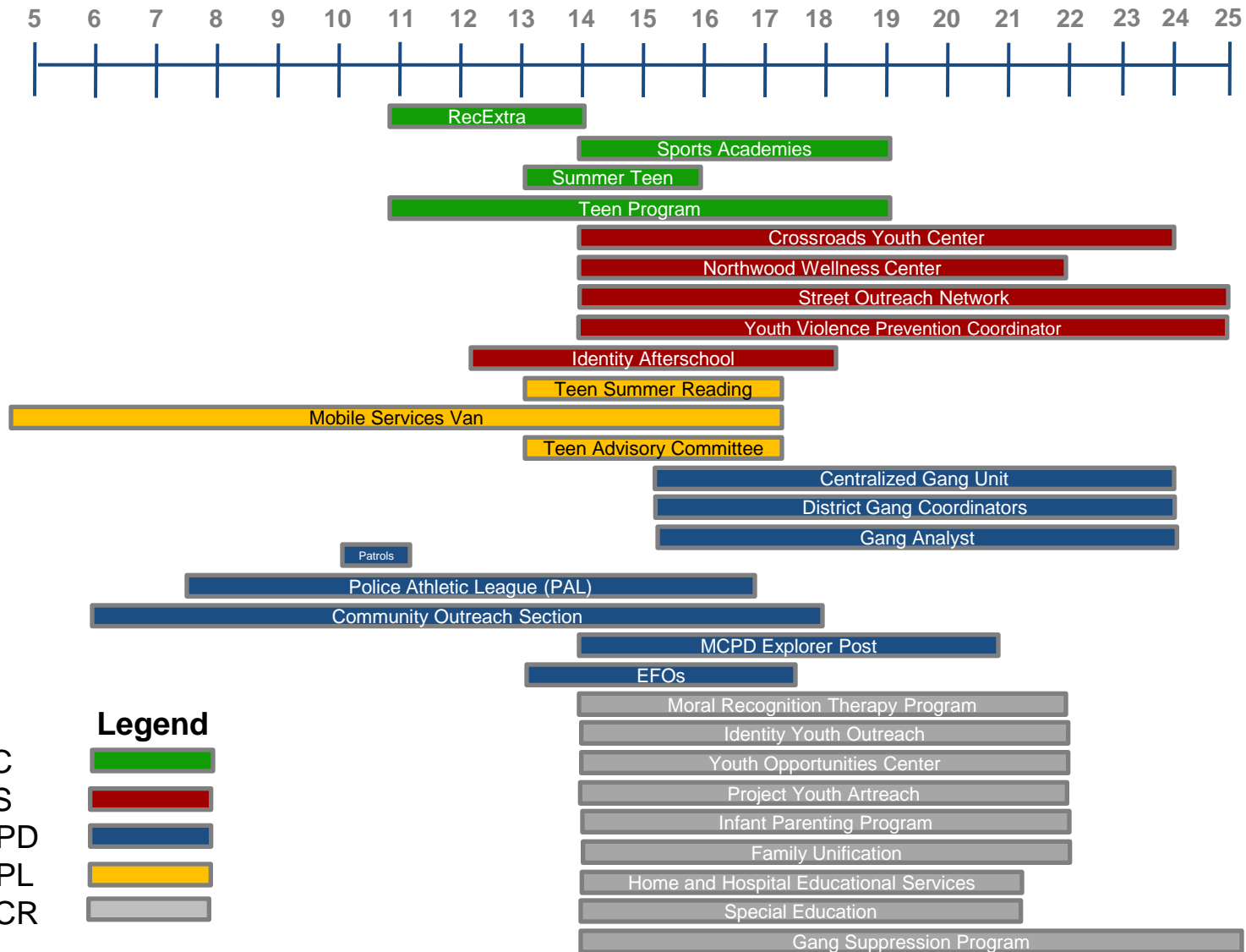
Example: RecExtra Average Monthly Participation by Location Sep-Feb FY07

◆ = REC PYDI Facility
(Teen Club, Sports Academy, RecExtra)

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PYDI Gap Analysis: Programs/Activities/ Resources by Target Age

Age scale: 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25

Program	Approximate Age Range
RecExtra	11–14
Sports Academies	14–19
Summer Teen	13–14
Teen Program	11–19
Crossroads Youth Center	14–24
Northwood Wellness Center	14–22
Street Outreach Network	14–25
Youth Violence Prevention Coordinator	14–25
Identity Afterschool	12–18
Teen Summer Reading	13–19
Mobile Services Van	5–19
Teen Advisory Committee	13–19
Centralized Gang Unit	15–24
District Gang Coordinators	15–24
Gang Analyst	15–24
Patrols	11–12
Police Athletic League (PAL)	7–17
Community Outreach Section	6–18
MCPD Explorer Post	14–23
EFOs	13–17
Moral Recognition Therapy Program	14–24
Identity Youth Outreach	14–24
Youth Opportunities Center	14–24
Project Youth Artreach	14–24
Infant Parenting Program	14–24
Family Unification	14–24
Home and Hospital Educational Services	14–24
Special Education	14–24
Gang Suppression Program	14–25

Legend

	Department
REC	(green)
HHS	(dark red)
MCPD	(blue)
MCPL	(orange/yellow)
DOCR	(gray)

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Step 4: Construct Performance Measures

Completion of overall PYDI Outcome Measure requires each stakeholder to accurately identify their individual stake in positive youth development

Step 1: Current initial participants will feed methodology for creating measures and goals to all Steering Committee Members

Step 2: PYDI Steering Committee generates Outcome Measures for each member

Step 3: Steering Committee engages all stakeholders to craft overall measure(s) to gauge the long-term success of the PYDI

All PYDI Stakeholders

PYDI Steering Committee

Initial Participants

Overall PYDI Outcome Measure(s)

Individual Outcome Measures

Individual Outputs
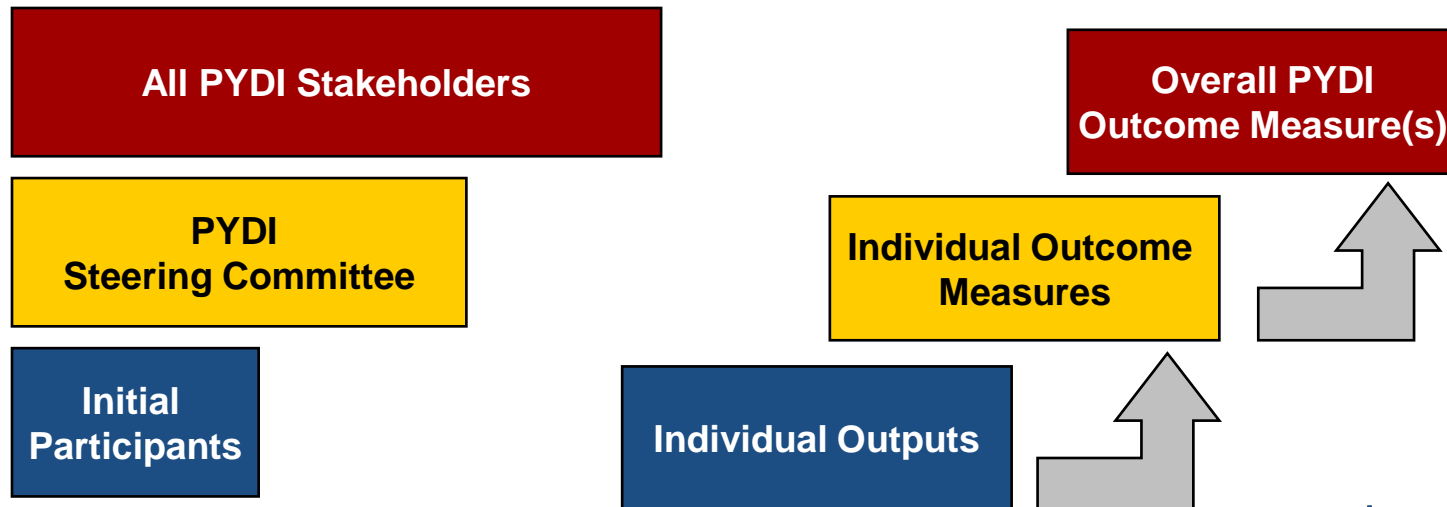
Measure Development: Department of Recreation

REC PDYI Goal:

<div style="background-color:#990000; color:white; text-align:center; font-weight:bold;">
Implement programs, activities, and resources that specifically address youth risky behavior during out of school time with a focus on 2:00-6:00pm time period and contribute to the overall effectiveness of the
Positive Youth Development Initiative.
</div>

Potential REC Output Measures:

- Participation (total, unique, and repeat) at RecExtra, Sports Academies, Community-based Centers.

- Customer use satisfaction rates from surveys as well as exit interviews that capture if meeting requirement for "quality activities", "caring and competent adults", and the provision of a safe and supervised environment.

- Thematic and location-based analytics to ensure provision of services reach largest possible audience and greater "access".

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Measure Development: Department of Health and Human Services

HHS PDYI Goal:

> **Implementation of programs and activities, and investment of resources that specifically address youth risky behavior through community and stakeholder capacity building and direct services supports and contribute to the overall effectiveness of the Positive Youth Development Initiative.**

Potential HHS Output Measures:

- Decrease in suspensions and expulsions for high risk participants of HHS programs.
- Reduced re-arrest rates of youth involved with HHS programs.
- Creating effective linkages among providers, residents and county agencies to provide more effective approaches to serve gang involved youth served by HHS.
- Increase in positive connections to gang-involved youth within HHS (data source yet to be determined).

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Measure Development: Police Department

MCPD PDYI Goal:

> **Implement programs, activities, and resources that specifically address the mitigation of youth risky behavior or gang activities and contribute to the overall effectiveness of the Positive Youth Development Initiative.**

Potential MCPD Output Measures:

- Track diversion program participation.
- Analysis of arrest data that relates to youth gang crime.
- Track outputs of quarterly and semi-annual gang reports.
- Tracking of gang trends by district.
- Participation in the Police Athletic League (PAL) (total, unique, and repeat) with focus on regional participation rates in target locations.

Measure Development: Department Correction and Rehabilitation

DOCR PDYI Goal:

> Implement programs, activities, and resources that specifically address youth risky behavior by providing mandated services to incarcerated youth in accordance with state and federal law, while creating an environment of change with alternative life choices to break the cycle of incarceration and contribute to the overall effectiveness of the Positive Youth Development Initiative.

Potential DOCR Output Measures:

- Attendance rates in non-mandatory programs that relate to positive youth development.
- Rate of youth gang-related violence in correctional facilities.
- Participation in Self-Growth and Development Programs.
- Rate of successful completion in Self-Growth Development Programs.

Measure Development: Public Libraries

MCPL PDYI Goal:

> **Implement programs, activities, and resources that specifically address youth risky behavior through the provision of literacy rich outreach and contribute to the overall effectiveness of the Positive Youth Development Initiative.**

Potential MCPL Output Measures:

- Provision of programming and clubs that provide positive activities during "out of school time" (focused on Teen Clubs and Street Outreach Network).
- "Access" to the Mobile Services Van and Teen Advisory Group Website for youth that exhibit risky behavior.
- Participation of the Teen Summer Reading Program (total, unique, and repeat) with focus on regional participation rates in target locations.

Wrap-Up and Follow-Up Items

1) Continue to develop internal goals and measures for all PYDI stakeholders

2) Develop outcome measures for the PYDI the demonstrate measurable progress overtime

3) Implement a reporting and monitoring system to gauge effectiveness of programming/resources/activities

> "All new programs that address prevention, intervention, and suppression must be evidence based, with measurable outcomes, and must have evaluation programs built in to monitor their effectiveness" – 2004 Task Force Report

CountyStat