



Social Service Program Evaluation and Consultation Services:

City of Columbia and Boone County, Missouri



Submitted to:
The Office of Community Services
Mr. Phil Steinhaus, Manager
and
The Boone County Community
Services Advisory Commission



Prepared by:
Sheilah Watson Bishop, Ph.D.
Associate Professor
Harry S Truman School of Public Affairs



February 8, 2005



Social Service Program Evaluation and Consultation Services:

City of Columbia and Boone County, Missouri

Submitted to:

The Office of Community Services, Mr. Phil Steinhaus, Manager and
The Boone County Community Services Advisory Commission

February 8, 2005

Prepared by:

Sheilah Watson Bishop, Ph.D.
Associate Professor
Harry S Truman School of Public Affairs

Policy Analyst: Bret Sanders, MPA
Graduate Assistants: Amber Wagner
Chris Pinkston
Sarah Smith Seris



Table of Contents

Executive Summary.....	1
Agencies:	
<i>Advent</i>	
Program: Job Works.....	7
Program Assessment: Job Works.....	8
Program: Youth Mentoring Partnerships.....	11
Program Assessment: Youth Mentoring Partnerships.....	12
Synopsis.....	14
Comments and Observations.....	15
Best Practices.....	16
Best Practices Sources and Resources.....	17
Data Sources.....	17
Maps and Figures.....	18
<i>Big Brothers Big Sisters of Boone County</i>	
Program: One-on-One Mentoring.....	23
Program: SOAR “Successful Opportunities in Academics and Recreation”.....	25
Program: School-Based Mentoring.....	27
Program Assessment: One-on-One Mentoring, SOAR, School-Based Mentoring...	27
Synopsis.....	28
Comments and Observations.....	28
Best Practices.....	29
Best Practices Sources and Resources.....	30
Data Sources.....	30
Maps and Figures.....	31
<i>Boys and Girls Club of the Columbia Area</i>	
Programs: After School Youth Program & Summer Youth Camp.....	33
Program Assessment: After School Youth Program & Summer Youth Camp.....	34
Synopsis.....	37
Comments and Observations.....	37
Best Practices.....	38
Best Practices Sources and Resources.....	39
Data Sources.....	39
Maps and Figures.....	40
<i>Columbia Public Schools: Project CRIB</i>	
Program: Project CRIB.....	44
Program Assessment: Project CRIB.....	45
Synopsis.....	46
Comments and Observations.....	46
Best Practices.....	47
Best Practices Sources and Resources.....	48
Data Sources.....	48
Maps and Figures.....	49

<i>Family Counseling Center of Missouri, Inc.</i>	
Program: Drug and Alcohol Counseling.....	51
Program Assessment: Drug and Alcohol Counseling.....	51
Program: Mental Health Counseling.....	53
Program Assessment: Mental Health Counseling.....	54
Program: School-Age Counseling.....	56
Program Assessment: School-Age Counseling.....	56
Synopsis.....	56
Comments and Observations.....	57
Best Practices.....	57
Best Practices Sources and Resources.....	58
Data Sources.....	58
Maps and Figures.....	59
<i>Fun City Community Playground</i>	
Program: Summer Youth Academy.....	62
Program: Saturday Youth Academy.....	62
Program: InterAct Teen to Teen Theater.....	63
Program Assessment: Summer Youth Academy, Saturday Youth Academy, InterAct Teen to Teen Theater.....	63
Synopsis.....	65
Comments and Observations.....	65
Best Practices.....	65
Best Practices Sources and Resources.....	66
Data Sources.....	67
Maps and Figures.....	68
<i>Mid-Missouri Legal Services</i>	
Program: Break the Cycle of Violence.....	70
Program Assessment: Break the Cycle of Violence.....	71
Synopsis.....	72
Comments and Observations.....	73
Best Practices.....	73
Best Practices Sources and Resources.....	74
Data Sources.....	74
Maps and Figures.....	75
<i>Phoenix Programs</i>	
Program: Outpatient Services.....	79
Program: Residential/Social Setting Detoxification.....	80
Program Assessment: Outpatient Services and Residential/Social Setting Detoxification Programs.....	80
Synopsis.....	81
Comments and Observations.....	81
Best Practices.....	82
Best Practices Sources and Resources.....	83
Data Sources.....	83
Maps and Figures.....	84

Rainbow House

Program: Clinical Services.....	86
Program Assessment: Clinical Services.....	87
Synopsis.....	88
Comments and Observations.....	89
Best Practices.....	89
Best Practices Sources and Resources.....	90
Data Sources.....	90
Maps and Figures.....	91

List of Tables and Charts

Advent

Table 1. Job Works: Client Characteristics (2003).....	9
Table 2. Job Works Outcomes (2003).....	10
Table 3. Youth Mentoring: # of People Served and Matched w/Mentor by Program.....	12
Table 4. Youth Mentoring: Number of Participants by Activity.....	13
Table 5. Youth Mentoring: Characteristics of Service Population (2003).....	13

Big Brothers Big Sisters of Boone County

Table 1. Big Brothers Big Sisters of Boone County: Client Characteristics (2003).....	22
Table 2. One-on-One Mentoring: Client Characteristics (2003).....	23
Table 3. One-on-One Mentoring: Outcome Indicators (2003).....	24
Table 4. SOAR: Client Characteristics (2003).....	25
Table 5. SOAR: Outcome Indicators for Goal Areas of Confidence, Competence, & Caring.....	26
Table 6. School-Based Mentoring: Client Characteristics (2003).....	27

Boys and Girls Club of the Columbia Area

Table 1. Boys and Girls Club of the Columbia Area: Number of Registered Members by Age and Gender (2003).....	34
Table 2. Boys and Girls Club of the Columbia Area: Number of Other Youth Served by Age and Gender (2003).....	35
Table 3. Boys and Girls Club of the Columbia Area: Ethnicity of Registered Members (2003).....	35
Table 4. Boys and Girls Club of the Columbia Area: Ethnicity of Other Youth Served (2003).....	35

Columbia Public Schools: Project CRIB

Table 1. Project CRIB: Client Characteristics.....	45
--	----

Family Counseling Center of Missouri, Inc.

Table 1. Drug and Alcohol Counseling: FY 2003 Columbia Outpatient Clinic – Columbia/Boone County Residents Only.....	52
Table 2. Mental Health Counseling: FY 2003 Columbia Outpatient Clinic – Columbia/Boone County Residents Only.....	54
Table 3: Family Counseling Outcome Measures: Columbia Outpatient Clinic – Upon Discharge (10/01/2003 thru 12/31/2003).....	55

Fun City Community Playground

Table 1. Summer Youth Academy: Student Demographics..... 64

Mid-Missouri Legal Services

Table 1. Break the Cycle of Violence: Client Characteristics..... 71

Phoenix Programs

Table 1. Phoenix Programs: Client Characteristics..... 80

Rainbow House

Table 1. Number of Investigations in Rainbow House’s Nine-County Region..... 87

Table 2. Rainbow House: Client Characteristics..... 87

Table 3. Rainbow House’s Child Advocacy Center: Number Served by County..... 88

List of Maps and Figures:

Advent

Map 1. Advent’s Service Region for Previously Incarcerated Persons: Boone County..... 18
Map 2. Density of Need: Persons over 25 Years Old with Less than HS Education,
Boone County, MO..... 19
Map 3. Teenage parent population Boone County..... 20
Map 4. Density of Need: Persons 18 Years Old and Older Living below Poverty Status
Boone County, MO..... 21

Big Brothers Big Sisters

Figure 1. Big Brothers Big Sisters of Boone County Primary Service Region by Children
Served: Children of Single Parent Households..... 31
Figure 2. Big Brothers Big Sisters of Boone County Primary Service Region by Children
Served: Individual Programs.....32

Boys and Girls Club

Figure 1. Boys and Girls Club Service Region Population Served Ages 17 and Under:
Male and Female Population Served..... 40
Figure 2. Boys and Girls Club Service Region Population Served Ages 17 and Under:
White and Minority Population Served..... 41
Figure 3. Boys and Girls Club Service Region Population Served Ages 17 and Under:
Children of Single Parent Households and Economically Disadvantaged
Children..... 42
Figure 4. Boys and Girls Club Summer Youth Program Ages 13-18..... 43

Project CRIB

Map 1. Females 10 to 19 years old Pregnant in 2003: Boone County, Missouri..... 49
Map 2. Teen Parents 10 to 20 years old Boone County, Missouri..... 50

Family Counseling Center

Figure 1. Family Counseling Center: Need for Alcohol and Drug Abuse Services..... 59
Figure 2. Family Counseling Center: Adult and Adolescent Need for Drug and
Alcohol Abuse Services..... 60
Figure 3. Family Counseling Center: Need for Substance Abuse and Mental
Health Services..... 61

Fun City Community Playground

Map 1. Fun City – Geographic Service Area (2 mile radius) Low Income Population
Ages 5-18..... 68

Figure 1. Fun City – Youth Programs Low Income Population Age 5-18..... 69

Mid-Missouri Legal Services

Figure 1. Mid-Missouri Legal Services Impoverished Families:
Existing Estimated Need..... 75

Figure 2. Mid-Missouri Legal Services: Persons Assisted by Type of Case..... 76

Figure 3. Mid-Missouri Legal Services Percent of Persons Assisted by Type of Case..... 77

Figure 4. Mid-Missouri Legal Services Impoverished Families:
Existing Estimated Need..... 78

Phoenix Programs

Figure 1. Phoenix Outpatient Services and Residential Social Setting Detoxification
Programs: Need for Alcohol and Drug Abuse Services..... 84

Figure 2. Phoenix Residential Social Setting Detoxification Programs: Need for
Substance Abuse and Mental Illness Services..... 85

Rainbow House

Figure 1. Rainbow House Met Need for Investigated Cases: Boone County..... 91

Figure 2. Rainbow House – Service Region Met Need for Investigated Cases as
Reported by the Department of Social Services..... 92

Executive Summary

Purpose and Objectives

On a yearly basis, the Boone County Community Services Advisory Commission and the Office of Community Services in Columbia, Missouri, invite local nonprofit organizations to apply for potential funding assistance. In return, the City of Columbia, Missouri and Boone County require nonprofit organizations receiving funds to participate in an evaluation of selected program outcomes. Annually, about five to seven nonprofit entities undergo an external evaluation of programs benefiting from funding assistance. In an era of greater accountability expectations, both government and nonprofit agencies need a better understanding of how monetary resources are converted to program services, in order to improve their decision making.

In late Fall of 2003, the Harry S Truman School of Public Affairs at the University of Missouri, Columbia and the Office of Community Services entered into an agreement to evaluate the program outcomes of nine nonprofit organizations. Since the scheduled evaluation of selected nonprofits had not taken place in 2003, those agencies in addition to the scheduled 2004 nonprofit roster were combined for the current evaluation study. Thus, the following agencies were included in the evaluation: Advent Enterprises, Family Counseling Center, Mid-Missouri Legal Services, Phoenix Programs, Rainbow House (all scheduled for evaluation in 2003); and Advent Enterprises, Big Brothers/Big Sisters, Boys and Girls Clubs, Columbia Public Schools Project CRIB, and Community Playground (Fun City), all scheduled for evaluation in 2004. Note must be made that two distinct programs offered by Advent Enterprises were slated for evaluation in both 2003 and 2004. In all, the outcomes of 18 programs administered by nine Columbia nonprofit agencies were evaluated in 2004. Delivery of the final report to the Office of Community Services was promised on February 8, 2005.

The evaluation study, entitled “Social Service Program Evaluation and Consultation Services,” entails four goals:

1. Determine program outcomes for each of the nine identified agencies in the study for fiscal years 2003 and 2004. To accomplish this goal, the following activities were agreed upon:
 - Review and summarize current program outcomes for the program service being evaluated
 - Review current agency program evaluation documents (including both internal and external program evaluations)
 - Review written client evaluations of program services when available

2. Provide a general needs assessment of programs associated with each agency involved in the study. Activities include:
 - Determine if a need exists for a particular program
 - Assess the extent to which the need is being met
 - Develop a set of key community indicators
 - Identify best practices
 - Develop a framework for best practices
 - Analyze secondary data sources and “community planning team” information to develop indicators
3. Assess each agency’s ability to measure program outcomes. Activities include:
 - Review internal and external methodologies and instruments used by each agency to measure program outcomes
 - Assess each agency’s ability to effectively measure program outcomes using a variety of relevant evaluation criteria
4. Provide program evaluation process training to agencies. Activities include:
 - Consult with agency staff in the development or refinement of methodologies used by the agency to measure program outcomes
 - Make recommendations to improve the agency’s capacity to effectively measure program outcomes (refine, develop, or clarify program objectives, outcome measures, evaluation instruments, and methodologies)
 - Provide workshops and other training activities as determined necessary

Approach and Methods

The “Social Service Program Evaluation and Consultation Services” study is perhaps best characterized as an impact evaluation, although a process evaluation component is included as well. An impact evaluation seeks to discover the affects or end results of a program at a particular point in time. The impact evaluation component in this study seeks to discover if programs are meeting the social service needs of defined target populations, as they existed in 2003. As a first step in the impact evaluation process, it was necessary to acquaint nonprofit executive directors and staff with the program evaluation terminology and methodology used in this study. Consequently, a workshop was held on January 22-23, 2004 for the purpose of stimulating thought and discussion about nonprofit agency functions, including dialogue about organizational vision and mission, goals and objectives, and program outputs and outcomes. The workshop also

focused on the use of logic models as a potential tool for thinking about programs in a more systematic and analytical manner.

Following the workshop in January, appointments were made with each of the nine nonprofit agencies included in the study, for the purpose of garnering information about the agency and the programs to be evaluated. As a result of these initial consultations, data also was collected regarding specific nonprofit functions, including information pertaining to funding, management issues, target population needs, and changes taking place in the agency's environment. Information resulting from these one-on-one meetings helped place agencies and their programs into context and illuminated the unique situations of each agency. Moreover, the insight gained from these initial meetings helps to explain *how* programs are implemented and administered by nonprofit staff. *How* a program is carried out, or the activities involved in its implementation, is the focus of a process evaluation. As data builds with each evaluation cycle, the process evaluation component will grow in depth, breadth, and complexity of information. For now, this type of information helps to reveal the agency's capacity to engage in program evaluation, and identifies problems or limitations experienced by nonprofit entities in their evaluation efforts. The process evaluation component is expressed in the "comments and observations" sections of the document.

From late January until late May of 2004, nonprofit agencies were asked to provide current program data (outputs and outcomes), and to make available previous evaluation reports (internal and external) for review. Executive directors and staff members were also asked to provide any available client evaluations of agency programs. In addition, agencies were asked to provide any descriptive information about their programs, as well as to identify their organization's vision, mission, goals, and objectives. The data collection process continued throughout summer until late August, 2004. During that same time, data was being compiled and synthesized for presentation, and certain program output measures were selected (for each agency) to be analyzed using Geographic Information Systems (GIS) technology.

Geographic Information Systems, or GIS, was first used by city planning departments, often for the purpose of determining boundary disputes. Later, GIS technology was used for staffing purposes – for example, police departments have used GIS systems to determine which areas in a city need more police officers. As GIS technology has grown, it is now possible to examine program accomplishments within geographic boundaries, using U.S. Census Bureau data (2000). Essentially, each agency in this study has a geographical boundary for services within which its target population resides. When service need is calculated for the target population geographic area, and when program output or outcome measures are known, it is then possible to calculate the extent of need that has been met by a particular program.

GIS then, simply uses a type of spatial analysis to determine if a target population's needs are being served. GIS data is certainly not perfect, often resulting in estimations. Indeed, program output data provided by the agencies themselves is often based on estimations. Still, In light of data limitations, GIS analysis offers a fairly accurate indication of

whether a program is meeting a particular need in society. To the extent possible, GIS technology was used to generate maps indicating service areas and the type and degree of need served by an agency. However, not all agency output data lends itself to the creation of maps. Agency data that could not be mapped was instead used to create a variety of charts and graphs, still using GIS spatial analysis.

GIS analysis, as applied in this study, relies on secondary data derived from the U.S. Census Bureau (2000), as well as data from a variety of previous evaluation studies and even state agency data. Primary data was derived from the agencies and the GIS analyses are based for the most part on output measures. Because so few agencies at this point collect outcome measures, the data presented on program accomplishments are primarily *output* measures (the difference between an output measure and an outcome measure, is however, often a matter of one's own definition or frame of reference). Key community indicators used in the study are identified for each agency in the synopsis sections of the document. The GIS approach is supported by a more traditional presentation of program data in tabular form, and each agency's findings are supplemented with a "best practices" component. The best practices component was derived from the most current available information on the internet. Rather than interpret "best practices" for the user, and consequently open the possibility of misinterpretation, it was decided to provide best practices information verbatim (or near verbatim). Thus, best practices information is placed within quotation marks and the web location is cited. All data sources and internet sites are listed at the end of each agency assessment.

Results of the Evaluation

As with beauty, evaluation results are often in the eye of the beholder. The purpose of this study is not to determine success or failure, but rather to shed light on program accomplishments within a particular spatial context. The ultimate interpretation of the study results must rest with policy makers and program officials. Moreover, to understand program accomplishments, the consumer must also understand the environment in which services are delivered. In a community of relative prosperity, a number of pockets of poverty do exist and a variety of social needs do seem apparent. Census data reveal that in the City of Columbia, and especially within the Ward 1 area, there is a higher concentration of individuals who are economically disadvantaged. Many of the nonprofit agencies serving these target populations are also located in the same geographical areas (Project CRIB, Advent Enterprises Job Center Branch, Boys and Girls Clubs, Big Brothers/Big Sisters, Fun City, and others).

Typically, the evaluation found that nonprofit agencies met anywhere from less than 1 percent to about 20 percent of the potential need of their target populations. Some nonprofit agencies, such as Fun City, served a slightly higher percentage of their target population. Fun City's Summer Youth Camp Academy, when taking into account the two mile radius that constitutes its service delivery area, served 6 percent of low income children ages 5 to 18, and served 10 percent of low income children ages 5 to 18 from single-parent households. Advent Enterprises Job Center Branch, via their Job Works program, was estimated to have served 16.3 percent of the potential employment needs of

previously incarcerated individuals in Boone County, but served 1.2 percent of Boone County individuals who are less than 25 years of age with no high school degree. Rainbow House also served 20 percent of their target population in Boone County alone, and served 10 percent of the target population need in a nine-county service region. For the agencies involved in this study, it is apparent that demand for program services far exceeds the capacity of these nonprofits. The size of some target populations, such as individuals needing employment skills or substance abuse services, can be so large that no single nonprofit entity could possibly meet all the need. Programs that meet from about 1 to 20 percent of their target population need must be viewed in context of the size of the target group.

Nonprofit agencies taking part in this evaluation seem to be very responsive to the needs of their clients, often taking the initiative to find alternative mechanisms for service delivery. Advent Enterprises, for example, is very flexible in allowing clients to start and stop employment training programs. Advent staff also work with individuals to provide the type of training most suitable to their needs. Mid-Missouri Legal Services spends a great deal of time with their clients during the intake process so that an appropriate legal response can be implemented. Big Brothers Big Sisters, upon experiencing an expanding waiting list for the One-on-One Mentoring program, took the initiative to create the SOAR and School-(Site) Based Mentoring programs to reduce the waiting list of children. These examples and others throughout the document point to the diligence, responsiveness, and compassion exhibited by these nonprofit organizations.

From a broader perspective, these agencies also appear to be quite aware of their program environments. Family Counseling Center is aware, for instance, that their target population is shifting in composition, evidenced by more patients with chronic mental health needs seeking their services. Rainbow House has also noticed a shift in their potential target population, with more teenage children needing shelter assistance. Mid-Missouri Legal Services is contemplating the consequences of possible consolidation of service sites. Phoenix Programs are grappling with adjustments in case management to offset limitations on the length of time for residential treatment. This type of environmental awareness speaks to agency capacity to collect pertinent data and engage in proactive decision making. All of the nonprofits in this study were found to be involved in some type of program data collection, and most engage in some type of internal program evaluation. Several of the agencies have taken strides to implement outcomes measures, evidenced by client surveys.

Conclusions and Recommendations

Program evaluation has been a part of organizational life for some of the nonprofit agencies in this study, while others have only recently been exposed to the language, approach, and methods of this type of endeavor. Each agency in this study expressed an interest and desire to fully participate in the evaluation of their programs, and all executive directors and staff members were open and helpful in the process. This study has attempted to put the efforts and accomplishments of these nine nonprofit entities into broader context, while at the same time focusing on their unique situations. The

following recommendations are directed toward the agencies themselves, the Office of Community Services in Columbia, Missouri, and the Boone County Community Services Advisory Commission:

1. Continuation of program evaluation education (common language development, sharing of agency information, need for adequate data collection, more careful data collection, ability and ease at sharing and retrieving data, updated systems for data collection).
2. Continuation of efforts to build a community needs indicator base that nonprofits can use themselves.
3. Continuation of impact evaluations and further development of process-oriented evaluations.
4. Continued building of a best practices framework that can be shared among nonprofit agencies.
5. Encourage nonprofit entities to examine one another's evaluation findings and illuminate commonalities thus serving to promote future collaborations or partnerships.
6. Consideration of trend analysis, benchmarking, and cost-benefit analysis in future program evaluations, as well as continued use spatial analysis.

On behalf of the Harry S Truman School of Public Affairs, and all of the individuals who contributed their time and talents to this project, I would like to thank the City of Columbia, Missouri, Boone County, and all of the agencies involved in the evaluation project for the opportunity to provide this report. We hope you find it useful in your future decision making and we look forward to serving you in the future.

Sheilah Watson Bishop, Ph.D.
Associate Professor

Advent Enterprises

Advent Enterprises serves as a comprehensive employment center, offering career planning, occupational skills training, job placement and support, adult education and literacy, youth mentoring, and disability services. Advent Enterprises administers the Job Works program and the Youth Mentoring program.

Organizational Vision

To ignite the spirit of innovation and determination to fulfill one's dream.

Mission

We promote the abilities of individuals seeking employment and greater participation in community life.

Core Values

Integrity
Renewal
Organizational Synergy
Excellence in Customer Service
Open/Honest Communication

Program: Job Works

Description of Services: Job Works serves males and females age 16 and older facing significant challenges to finding and maintaining employment. Challenges to employment success include, but are not limited to, the following factors: previous incarceration/legal history; lack of high school diploma or its equivalent; poor work history; job seeking deficits; impoverished economic status; lack of marketable job skills; and substance abuse.

Job Works provides a range of activities to help participants find and retain employment. These services include:

- Career counseling to determine vocational strengths and weaknesses as well as to develop a realistic career plan,
- Resume, cover letter, thank you letter, and job application writing support,
- Interview practice, and
- Job leads.

In addition to the above services, Job Works serves as an advocate for participants with area employers in order to help place participants in proper-fitting jobs. They also engage in follow-up for 3-12 months after placement to determine job retention rates for participants as well as provide any post-employment support.

Scope of the Problem: Advent's Job Works program is located in Ward 1 in the City of Columbia, Missouri in order to better serve inner-city residents. Job Works' services target individuals who are chronically unemployed, underemployed, economically disadvantaged, and who are re-entering the community following a period of incarceration. The following characteristics help describe the primary service area (Boone County) of the Job Works program:

- 14,507 individuals (or 10.7 percent) in Boone County are living below the poverty level (U.S. Census Bureau, 2000)
- The total number of males and females unemployed (age 16 and older) in Boone County is 4,121 or 3.83 percent (total population age 16 and older in Boone County is 107,690) (U.S. Census Bureau, 2000)
- 1,368 incarcerated individuals were released to Boone County in 2003 (Missouri Department of Corrections, Probation, and Parole data, 2003).
- Approximately 8,669 persons (6.4 percent) have less than a high school education in Boone County (U.S. Census Bureau, 2000).

Program Assessment: Job Works

As indicated by Table 1, the Job Works program in fiscal year (FY) 2003 (specifically, July 2002 to June 2003) served 461 adults, of whom 297 were male and 164 were female. Additional characteristics of individuals served by the program are also contained in Table 1. Over half of the clients served are between 26 and 54 years of age. About half of the program recipients are African American and half are Caucasian, and only 3.3 percent of the clients are Hispanic. The most common reason for referral to Advent's Job Works program is previous incarceration (legal history), followed by lack of a high school diploma.

Table 2 lists specific outcomes achieved by the Job Works program in 2003. About 18 percent of the 461 adult clients completed their job readiness training. Of the 85 adults who were enrolled in job readiness training in 2003, 71 individuals completed an intake survey addressing employment goals. Upon completion of their job readiness training, all 71 clients indicated they had been involved in making choices about their employment goals. Table 2 also indicates that in 2003, Advent worked with 126 clients who were actively seeking to enter the workforce (this includes the 85 individuals who attended job training in 2003, plus an additional 41 persons who had previously attended training, or who sought general employment assistance through Advent). In 2003, 65 individuals or 51.6 percent actually entered the workplace, and found work in slightly over a month's time. These individuals worked on average about 35.5 hours per week at an average hourly wage of \$7.68. Of the 65 clients entering the workforce, 26 people or 40 percent acquired jobs that paid fringe benefits.

Table 2 indirectly speaks to the inherent difficulty of tracking and serving clients who are often transient, and who enter and leave the Job Works program in a sporadic manner. Also, some clients seek specific employment assistance from Advent's Job Center Branch but choose

not to enroll in job readiness training. Thus, program outputs reflect a target population that has fairly permeable boundaries and is composed of clients whose behavior at times is inconsistent, exhibited by stop and start participation in job seeking activities. The unpredictable nature of service demand creates a challenging situation with respect to collecting output measures. Table 2 data also provides some evidence that Advent is quite flexible in its service delivery approach and attempts to meet the unique needs and timetable of its target population.

Table 1		
Job Works: Client Characteristics (2003)		
Characteristic	Number of People Served	Percent of Total Served
Race		
White	212	46%
Black (not Hispanic)	207	44.9%
Asian or Pacific Islander	0	0%
Indian (Alaskan/American)	0	0%
Hispanic	15	3.3%
Gender		
Male	297	64.4%
Female	164	35.6%
Age		
15-17	19	4.1%
18-21	87	18.9%
22-25	85	18.4%
26-35	115	24.9%
36-54	129	30.2%
55+	16	3.5%
Reasons for Referral		
Previously Incarcerated/Legal History	182	39.5%
Less than HS diploma/Low Academics	66	14.3%
Never held longer than six months/Limited work history	33	7.2%
Job seeking deficits	29	6.3%
Other Vocational barriers	28	6.1%
Economically disadvantaged	21	4.6%
Transportation barriers	21	4.6%
Disabling condition	13	2.8%
Lack of marketable job skills	11	2.4%
Single Parent Household	5	1.1%
Substance Abuse	4	0.9%
None	48	10.4%

Source: Advent Enterprises, Inc.

Table 2	
Job Works Outcomes (2003)	
Number Served	461
Number of adults completing job readiness training	85*
Percent served indicating involvement in making choices about goals	100% (71 of 71)
Percent of job seekers entering the workforce	51.6% (65 of 126)
Average number of weeks to enter the workforce	4.6
Average number of hours worked per week	35.5
Average hourly wage	\$7.68
Percent entering the workforce receiving fringe benefits	40% (26 of 65)

Source: Advent Enterprises, Inc.

* Due to various administrative issues, the number of persons completing job readiness training was below average in FY 2002-2003. In FY 2003-3004, the number of individuals completing the job readiness training was 148.

Visual Representation:

As previously indicated by Table 1, the primary reasons for client referral to the Job Works program are previous incarceration and lack of a high school diploma or equivalency. Previous incarceration and lack of high school diploma were used as indicators of need in Boone County because these characteristics are so frequently exhibited by Advent’s Job Works clients. However, it is important to also point out that these indicators in turn reflect lower economic status, which is overall characteristic of Advent’s target population. Indeed, the aim of Advent’s Job Center Branch is to provide services to those persons who are economically disadvantaged.

To provide a visual representation of the approximate number of previously incarcerated persons served by the Advent Job Works program, 2003 data from the Missouri Department of Corrections, Probation, and Parole were collected for Boone County. Specifically, the Missouri Department of Corrections Probation, and Parole reports that in 2003 there were 1,368 incarcerated individuals released to Boone County, which roughly represents 1.01 percent of Boone County’s population. Of the 461 served by Advent’s Job Works program, 223 persons in 2003 listed previous incarceration as either the primary or secondary reason for referral. *Map 1* thus illustrates the location of Advent’s Job Center Branch within Boone County and indicates that the Job Works program met 16.3 percent of the potential need of previously incarcerated individuals.

Map 2 indicates the density of need in Boone County for those individuals who are over 25 years of age and who have less than a high school education. In Boone County, almost 78 percent of these individuals are Caucasian, 13.4 percent are African American, and less than three percent are Hispanic. U.S. Census Bureau statistics (2000) indicate that Boone County has 8,669 individuals who are over 25 years of age and who lack a high school education. Advent’s Job Center Branch, through its Job Works program, reports serving 102 clients (out of 461 total

clients) who listed lack of a high school education as either the primary or secondary reason for their referral to the agency. Thus, Advent serves approximately 1.2 percent of the population in Boone County with such characteristics. Also, notice that Advent's Job Center Branch is located in an area of Ward 1 in which the surrounding block numbering areas have the highest concentrations of individuals lacking a high school education. The high density of individuals concentrated into the areas just west of Advent's location must be taken into account when making judgments about the agency's level of service delivery.

Program: Youth Mentoring Partnerships (YMP)

Description of Services: Youth Mentoring couples at-risk youth with mentors to provide support, guidance, and encouragement in the workplace and/or community. Through mentorship and training, adolescents learn skills to help them become better parents, more responsible adults, and eventually self-sufficient members of society. Youth Mentoring Partnership is broken down into three distinct programs to meet different adolescent needs. Descriptions of each program are given below:

Teen Work: Teen Work provides job readiness training, job placement assistance, and workplace mentoring for at-risk youth. A participant is taken through a multi-faceted process to meet the end goal of self-sufficiency. Initially, a participant attends a 12-1/2 hour Job Readiness class to learn job seeking and retention skills. Upon completion, the participant begins to search for a job with Teen Work program assistance, and upon hire, a mentor is then matched with the participant to be a guide to the world of work. Teen Work completes follow ups every week for the first five weeks and then on a monthly basis. There are also monthly group meetings with staff, participants and mentors to provide life skills support and training.

Teen Partners: Teen Partners is for youth who are not ready to enter the workforce or who may need more support than a work site mentor. Teens are partnered with a mentor and monthly meetings are conducted that provide life skills support and training. Participants are also encouraged to be involved in community projects such as Clean-Up Columbia and Adopt-A-Spot.

Resource Parents: Resource Parents provides pregnant and/or parenting young mothers and fathers with parenting and life skills training. This is accomplished through group meetings and volunteer mentor support.

Scope of the Problem: High risk adolescents are classified according to the following criteria: economically disadvantaged, pregnant or parenting teen, non-violent legal offender, school underachiever, high school dropout, from a non-traditional home (divorce, single parent, abuse), and/or in the custody of Division of Family Services (DFS) or Division of Youth Services (DYS).

The following is a characterization of the at-risk adolescent population in Boone County:

- 12% of children live in poverty (U.S. Census Bureau, 2000)

- 7.5% of 20-24 year olds are unemployed (U.S. Census Bureau, 2000)
- 2.08% of females age 15-19 gave birth in 2002 (Missouri Kids Count, 2003)
- 27.4% of students enrolled in free/reduced lunch program (Missouri Kids Count, 2003)
- 9% of infants have a low birth weight (Missouri Kids Count, 2003)
- Violent deaths among teens, ages 15-19, is .058 percent (Missouri Kids Count, 2003)
- 589 referrals to Missouri Juvenile Court for abuse, neglect and custody (Missouri Juvenile Court Annual Report, 2002)
- 376 referrals due to out of home youth placements (Missouri Juvenile Court Annual Report, 2002)

Specifically in the Youth Mentoring Partnerships' primary service region of Boone County, the at-risk adolescent population has:

- Approximately 520 teenage parents (U.S. Census Bureau, 2000)
- Approximately 14,507 persons 18 years and older below poverty level (U.S. Census Bureau, 2000)

Program Assessment: Youth Mentoring Partnerships

This section includes several tables summarizing data from the Youth Mentoring program for 2003. These tables detail: the number of participants by program (Table 3), the number of participants by activity (Table 4), and other general characteristics of the population served (Table 5). The Youth Mentoring Program served 231 persons in FY 2003. Specifically, Teen Work served 115 people; Teen Partners served 10 people; and Resource Parents served 106 people.

Table 3				
Youth Mentoring: # of People Served and Matched with Mentor by Program				
Service Provided	# of Persons Served	% of Total Persons Served	# of Persons Matched with a Mentor	% of Persons Matched with a Mentor
Teen Work	115	49.8%	52 of 115	45.2%
Teen Partners	10	4.3%	6 of 10	60%
Resource Parents	106	45.9%	47 of 106	44.3%

Source: Advent Enterprises, Inc.

Table 4	
Youth Mentoring: Number of Participants by Activity	
Activity	# of Participants*
Resource Parents continuing education	121
Teen Workers continuing education	220
Life skill/parenting classes completed	580
Job readiness/retention training classes completed by teen workers	74
Teen Partner Referrals to Teen Work program	2
Youth entering mentored employment still working at 180 days	11 of 23 (47.8%)

Source: Advent Enterprises, Inc.

* The categories of “Resource Parents continuing education” and “Teen Workers continuing education” may represent a duplicate number of participants.

Table 5		
Youth Mentoring: Characteristics of Service Population (2003)		
Characteristic	Number of People Served	Percent of Total Served
Race		
White	96	41.6%
Black	127	55%
Asian or Pacific Islander	1	.4%
Indian (Alaskan/American)	0	0%
Hispanic	2	.9%
Other	5	2.2%
Gender		
Male	124	53.7%
Female	107	46.3%
Age		
14-15	26	11.3%
16-17	94	40.7%
18-21	111	48.1%
Reasons for Referral		
Teenage Parent	81	35.1%
Single Parent Household	60	26%
Economically Disadvantaged	34	14.7%
School Underachiever	22	9.5%
Legal Offender	12	5.2%
Substance Abuse	8	3.5%
Disabling Condition	4	1.7%
Lack of Specific Marketable Skills	3	1.7%
Other	7	3.0%

Source: Advent Enterprises, Inc.

As indicated by Tables 4 and 5, the reasons for referral to Youth Mentoring Partnerships in FY 2003 were most likely to be single status and teenage parent status. Typically, these clients were 18 to 21 years of age.

Visual Representation:

To gain an understanding of the extent of need for Youth Mentoring Partnerships activities, two maps were generated to illustrate the density or concentrations of persons in the target population. Based on U.S. Census data for 2000, the total estimated teenage parent population in Boone County was 520 individuals, as shown in *Map 3*. Advent reports that in 2003 it served 106 teenage parents, who listed teenage parent status as either the primary or secondary reason for referral. It is therefore estimated that Advent's Youth Mentoring Partnerships addressed about 20 percent of the target population need in Boone County in 2003. Again, the high concentrations of young, single, female parents in the block areas near Advent must be considered when making a determination as to the extent of need that is addressed by Advent Enterprises.

Map 4 provides yet another indication of the need for Advent's Job Center Branch services in Boone County. Advent reported serving 110 persons (adults only) who identified economic disadvantage as either the primary or secondary reason for referral. Census Bureau data for 2000 indicates that 14,507 persons in Boone County were economically disadvantaged, thus Advent served 0.76 percent of the population. *Map 4* is included as a more general visual representation of economic poverty in Boone County.

Synopsis:

- Advent's Job Center Branch serves Boone County and the City of Columbia, Missouri. Advent's Job Center Branch is located in Ward 1 in the City of Columbia, Missouri, which is characterized by a larger percentage of economically disadvantaged persons.
- There were 1,368 previously incarcerated individuals in Boone County in 2003.
- Boone County has 8,669 individuals over 25 years of age who have less than a high school education (based on U.S. Census, 2000).
- Boone County has 14, 507 persons 18 years old and older who are living below poverty status (based on U.S. Census, 2000).
- Boone County has a teenage parent population of 520 individuals.
- Advent's Job Center Branch's physical location, in relation to the high density of impoverished individuals in the area, most likely results in greater access to Advent's services.

- Advent's Job Works program addresses the specific needs of persons who are facing significant challenges to finding and maintaining employment. In addition, Job Works meets the needs of previously incarcerated persons in Boone County.
- Advent's Youth Mentoring Partnerships addresses the specific needs of youth, ages 15 to 21, to help them find employment, develop life skills, and improve parenting skills. One of the program components specifically serves young parents or pregnant teens.
- 16.3 percent of the previously incarcerated population in Boone County is being served by the Job Works program.
- 1.2 percent of individuals in Boone County, who are older than 25 years of age and who have less than a high school education, are served by the Job Works program.
- About 20 percent of the teenage parent population in Boone County is served by Youth Mentoring Partnerships (106 clients served out of a potential 520 clients).
- Less than 1 percent of Boone County's population, 18 years of age or older, who are living below poverty status, are served by Advent's Job Branch Center.
- *Need Indicators:* number of persons previous incarcerated (Boone County); number of persons over 25 years of age with less than a high school education (Boone County); number of individuals 18 years old and younger who are single with children (Boone County); number of individuals 18 years and older living below poverty status (Boone County).

Comments and Observations:

- On average, the walk-in rate for the Job Works program has increased in 2003 from approximately 30 individuals per month to about 40 individuals per month (*note:* the walk in rate has been as high as 50 individuals in one month).
- The Job Works program needs more staff members to fill the role of liaison to local businesses for the purpose of creating more hiring opportunities for Advent clients.
- One of the greatest challenges for the Job Works program and for Youth Mentoring Partnerships is continual tracking of client progress. Clients are transient and, moreover, do not wish to engage in follow-up. Clients of Job Works especially are less likely to respond to follow-up efforts by Advent.
- Expressed need to develop follow-up mechanisms that are qualitative in nature, rather than quantitative techniques, to increase follow-up participation rate in both programs.
- Advent seems to be very flexible in its service delivery approach, reaching out to clients to provide appropriate services when needed.

Best Practices:

Successful programs using employment linkage strategies are typically quite different from one another due to local economic, social, and political conditions (www.huduser.org/Publications/PDF/ccc_making.pdf, retrieved 10/22/04). However, these types of programs do contain commonalities that can be replicated and adapted by localities to fit a wide variety of contexts. Best practices pertaining to employment and job skills training include:

- **“Gain broad-based political support:** Public support is essential to program success. Support for the program must be broad enough to allow for long-term survival. Community groups and public officials working together can build broad based community support capable of surviving changes in city administrations.
- **Hire capable, devoted staff with capacities to work with a range of stakeholders:** Effective programs have capable and devoted leadership, and full-time staff that are devoted to their tasks. Staff must have the capacity to work with the nonprofit, public, and private sectors. Quality mentoring programs are properly funded and staffed.
- **Committed leadership:** Program managers should be champions for mentoring. Program managers and staff need to be committed and accountable; they should set the example by striving to develop positive relationships with staff, mentors, and mentees alike. Outstanding managers also tend to participate in ongoing education to learn more about mentoring (breakthrough research, practices, and emerging education).
- **Develop a strong knowledge of local and regional labor markets:** Staff must understand labor market trends and individual employer workforce needs. By networking and developing personal contacts, the provider can better match qualified job seekers with local employers.
- **Develop community partnerships and networking relationships:** A mentoring partnership might include a school (and its counselors, teachers, and administrators), or it could be a university, youth club, nonprofit organizations, business, corporation, service club, etc.
- **Dual-customer perspective:** Effective employment programs connect the needs of employers in the larger labor market with the needs of low-income job seekers, while providing the necessary linkages to poor communities and community-based institutions.
- **Remarkable and noticeable:** Quality programs capitalize on unique marketing concepts.
- **Mission, goals, and objectives:** Mentoring programs of high quality define their mission, goals, objectives, and they remain focused on them throughout the life of the program.”

Best Practices Sources and Resources:

Molina, Freida. (1998, December). "Making Connections: A Study of Employment Linkage Programs." Center for Community Change. Retrieved October 22, 2004, from http://www.huduser.org/Publications/PDF/ccc_making.pdf

John J. Heldrich Center for Workforce Development. (2002). "One-Stop Innovations: Leading Change Under the WIA One-Stop System (Final Report)." Prepared for the U.S. Department of Labor/Employment and Training Administration/Office of Workforce Security. Retrieved October 22, 2004, from www.heldrich.rutgers.edu/Resources/Publication/85/Promising%20Practices%20Final%20Report.doc

Sherk, Jerry. (1999). "Best Practices for Mentoring Programs." Center for Applied Research Solutions. Retrieved October 22, 2004, from www.emt.org/userfiles/BestPractices.pdf

Osher, Fred; Steadman, Henry J.; Barr, Heather. (2002). "A Best Practice Approach to Community Re-entry from Jails for Inmates with Co-occurring Disorders: The APIC Model." Retrieved October 22, 2004, from the National GAINS Center web site: www.gainsctr.com/pdfs/apic.pdf

Data Sources:

Advent. (2003). "Selected Outcome Measures for 2003."

Missouri Kids Count. (2003) "Missouri Kids Count 2003." Retrieved October 25, 2004, from the University of Missouri, Office of Social and Economic Data Analysis web site: <http://www.oseda.missouri.edu/kidscount/03/>

Missouri Department of Corrections. (2003). "Number of Probationers for FY 2003." Retrieved November 2, 2004, from the Missouri Department of Corrections database.

Missouri Department of Social Services. (2002) "Missouri Juvenile Court Annual Report." Retrieved on November 2, 2004, from the Missouri Department of Social Services web site: <http://www.dss.mo.gov/re/pdf/juvcy02.pdf>

United States Census Bureau.(2000). Retrieved November 9, 2004, from <http://www.census.gov>

Map 1

Advent's Service Region for Previously Incarcerated Persons: Boone County

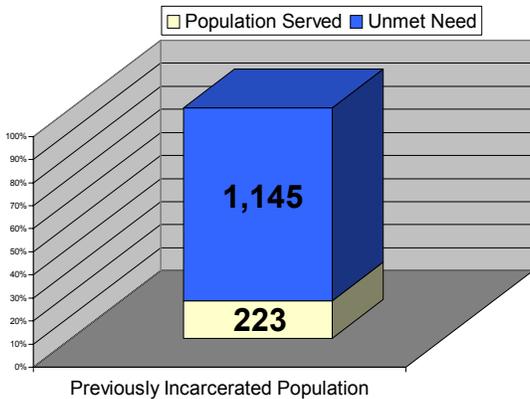
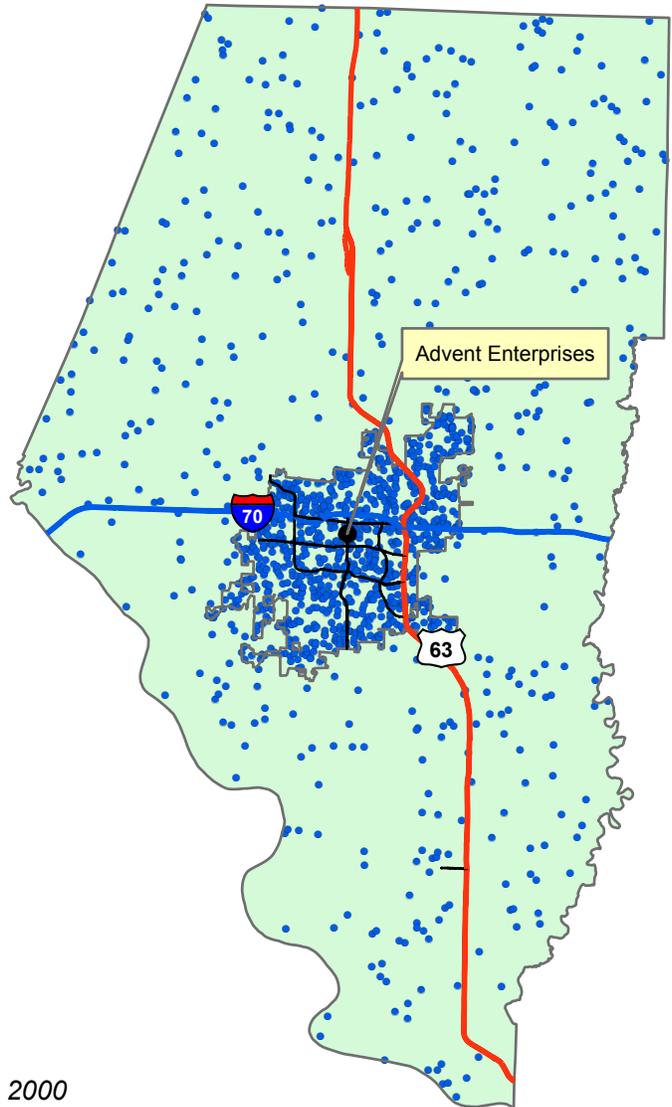
Total Previously Incarcerated Persons released to Boone County: 1,368

Previously Incarcerated Persons Served: 223

Percent Need Served in Boone County: 16.3%

In 2003, 1,368 incarcerated persons were released to Boone County on probation.

Advent's Job Center Branch served 223 clients in 2003 who had been previously incarcerated, representing 16.3% of this need.



* Estimate based on Department of Corrections reported number of persons released to Boone County, 2003

Population Datasource: U.S. Bureau of the Census, 2000

Legend

 Each dot represents 1 case in 2003, Boone County

Map 2

Density of Need: Persons over 25 Years Old with Less than HS Education Boone County, MO

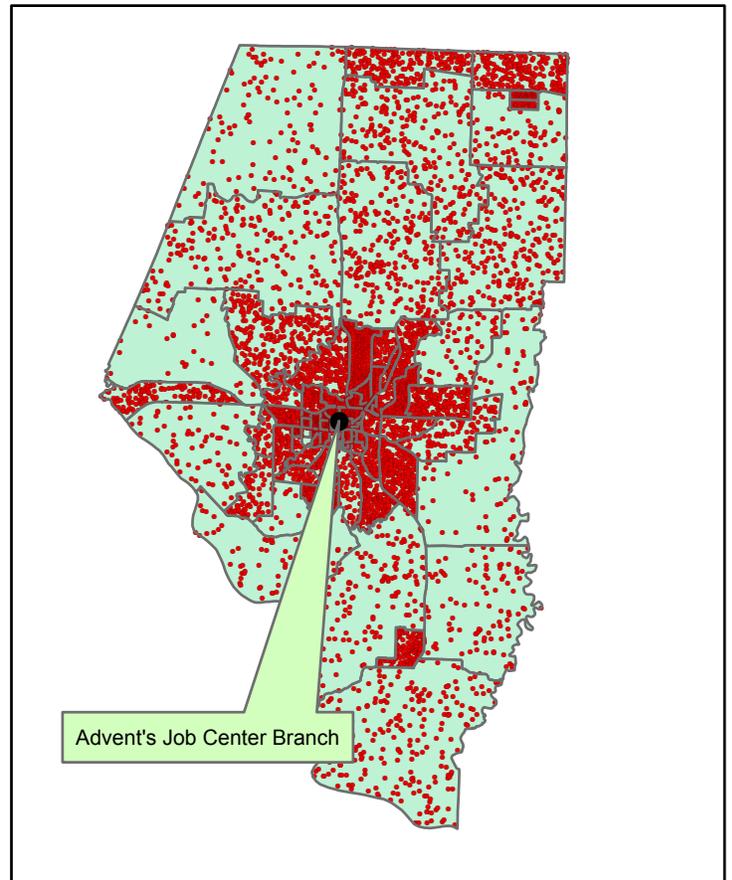
Advent's Job Center Branch clients with less than HS Education:	102
Boone County Population with less than HS Education:	8,669
Percent population with less than HS Education served:	1.2%

The primary service area for Advent's Job Center Branch is Boone county

The estimated population of people living in Boone County with a less than high school education is 8,669 (based on Census 2000 data(STF3 p148))

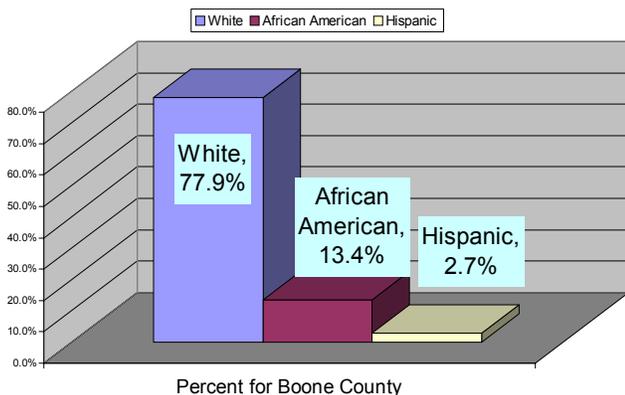
102 people sought assistance from Advent's Job Center Branch indicating they had less than a HS education, representing 1.2% of the potential need in Boone County.

The greatest concentrations of people with less than a HS education are located in the block groups immediately surrounding Advent's Job Center Branch as illustrated on the map (right).



Each dot represents one case

Persons with Less than HS Education in Boone County



Legend

- Low Density (0-200 cases per square mile)
- Medium Density (201 - 700 cases per square mile)
- High Density (701 - 1328 cases per square mile)

Data Source: U.S. Bureau of the Census, 2000

Map 3

Teenage parent population Boone County

Total Teenage Parents Served in 2003:	106
Total Estimated Teenage Parent Population Boone County, MO in 2003:	520
Percent of Estimated Need Served:	20.4%

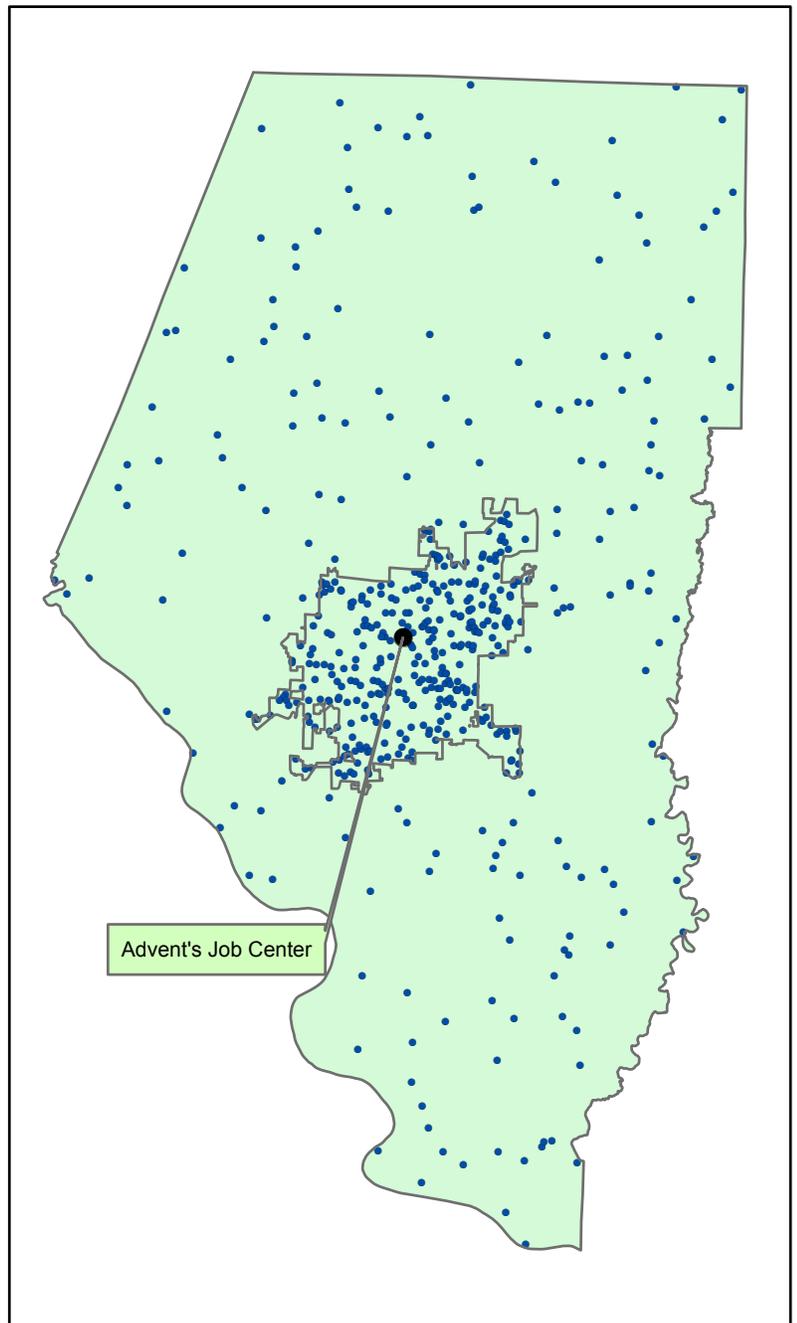
The primary service region for Advent's Job Center Branch is Boone County.

The estimated population of teenage parents in Boone County in 2003 is 520 cases.
(Missouri information for Community Assessment (MICA))

One hundred six people sought assistance from Advent's Job Center Branch indicating they were teenage parents, representing 20.4% of the estimated need.

Legend Boone County

 Each dot represents one teen parent.
Estimated for 2003, Boone County



Data Source: Missouri Information for Community Assessment (MICA)
Department of Health and Senior Services

Map 4

Density of Need: Persons 18 Years Old and Older Living Below Poverty Status Boone County, MO

Advent's Job Center Branch Job Works clients reporting Economic Disadvantage:	110
Boone County Population of Economically Disadvantaged (Poverty Status):	14,507
Percent of Boone County's Impoverished Population served:	0.76%

The primary service area for Advent's Job Center Branch is Boone County.

The estimated population 18 years old and older living below poverty level in Boone County is 14,507 (based on Census 2000 data)

110 people sought assistance from Advent's Job Center Branch indicating economic disadvantage as a primary or secondary reason, representing 0.76% of the potential need.

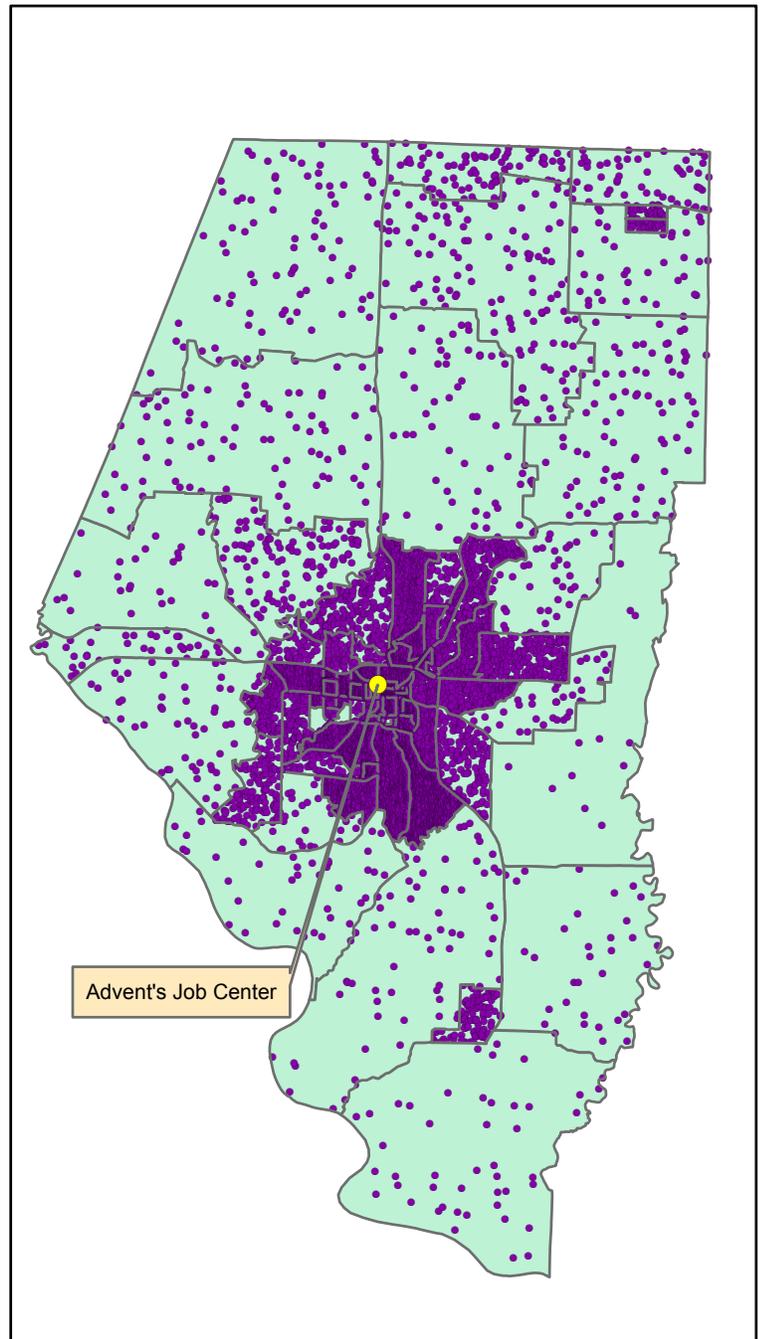
The greatest concentrations of persons living below poverty are located in the block groups immediately surrounding Advent's Job Center Branch (as illustrated on the map (right)).

*According to the 2000 Census, poverty status is roughly defined as annual household income around \$13,000 to \$14,000 or below.

Legend

-  Low Density (0-700 cases per square mile)
-  Medium Density (701 - 1500 cases per square mile)
-  High Density (1501 - 2426 cases per square mile)

Data Source: Bureau of the Census, 2000



Big Brothers Big Sisters of Boone County

Big Brothers Big Sisters of Boone County is a part of the oldest and largest youth mentoring organization in the United States. There are approximately 500 Big Brothers Big Sisters agencies throughout the country. These organizations match children ages 5 to 18 with screened and trained adult mentors. Big Brothers Big Sisters of Boone County has three programs that are evaluated in this project: 1) One-on-One Mentoring, 2) SOAR, and 3) School (Site)-Based Mentoring.

Organizational Vision

The Big Brothers Big Sisters (BBBS) of Boone County will effectively mentor and serve an ever-increasing number of children by providing positive role models in a child’s life and be recognized as the premier mentoring organization.

Mission

The mission of BBBS of Boone County is to provide at-risk youth with positive relationships that significantly enhance their development into healthy and responsible adults.

The population served by Big Brothers Big Sisters of Boone County comes to the agency for three major reasons: 1) role model, 2) companionship, 3) and new opportunities. The clients also exhibited the following characteristics:

Table 1	
Big Brothers Big Sisters of Boone County: Client Characteristics (2003)	
Race	Percentage of Clients
African American	55%
Caucasian	32%
Asian	1%
Hispanic	16%
Mixed	7%
Native American	2%
Income Level	Percentage of Clients
Under \$10,000	48%
Between \$10,000 - \$25,000	45%
\$25,000 +	7%

Source: Big Brothers Big Sisters of Boone County

Program: One-on-One Mentoring

Description of Services: One-on-One Mentoring pairs screened and trained adult volunteers (BIGS) with children ages 6 to 14 (LITTLES) from single parent homes. The adult mentors spend time cultivating relationships with the children through a variety of unstructured outings that help the child develop skills to handle various life issues. It normally involves a time commitment of 1 to 3 hours per week for at least one year.

Scope of the Problem: U.S. Census statistics indicate 5,016 children living in single parent households in the Big Brothers Big Sisters target population area (zip codes 65201, 65202, 65203).

Program Outputs: One-on-One Mentoring

As indicated by Table 2, the One-on-One Mentoring program served 227 children in 2003. Of these children, 79 were between the ages of 6 and 10, and 148 children were between the ages 11 and 18. Table 3, on the following page, indicates that children taking part in One-on-One mentoring seem to have more self-confidence, seem to have more positive attitudes and seem to have better performance with respect to school. Children also seem to have improved relationships with family members, peers, and other adults.

Table 2	
One-on-One Mentoring: Client Characteristics (2003)	
Age	Number of Clients
6-10	79
11-18	148
Total Served	227

Source: Big Brothers Big Sisters of Boone County

Table 3
One-On-One Mentoring: Outcome Indicators

POE Outcome Indicator	% Much Better	% A Little Better	% No Change	% a Little Worse	% Much Worse	Don't Know	Not a Problem
Self-confidence	23.21	56.41	15.38	0	0	0	11.36
Able to express feelings	32.50	45.00	20.00	2.50	0	0	9.09
Can Make Decisions	22.86	50.00	17.14	0	0	0	20.45
Has Interests or Hobbies	23.33	45.67	30.00	0	0	0	38.78
Personal Hygiene, Appearance	26.92	11.54	57.59	3.85	0	0	39.53
Sense of the future	17.65	38.24	44.12	0	0	2.33	13.5
Uses community resources	24.14	51.72	24.14	0	0	14.29	16.67
Uses school resources	24.14	41.33	34.46	0	0	20.93	11.53
Academic Performance	22.86	45.71	28.57	2.66	0	9.30	9.30
Attitude toward school	21.62	45.95	24.32	8.11	0	4.55	11.36
School preparedness	33.33	30.00	33.33	3.33	0	16.67	11.9
Class Participation	26.47	50.94	17.65	2.94	0	29.63	7.41
Classroom behavior	26.09	34.75	30.43	8.7	0	25.58	20.93
Able to Avoid Delinquency	28.57	14.29	57.14	0	0	6.82	45.45
Able to avoid substance abuse	10.00	10.00	30.00	0	0	7.14	69.05
Able to avoid early parenting	25	0	75	0	0	13.95	67.44
Shows trust toward you	51.61	35.48	12.90	0	0	0	29.55
Respects other cultures	20.00	32.00	48.00	0	0	2.33	39.53
Relationship with family	13.75	43.75	37.5	0	0	2.33	23.26
Relationship with peers	22.58	48.39	25.81	3.23	0	5.82	22.73
Relationship with other adults	25.00	45.85	28.13	0	0	9.30	16.28

Source: Big Brothers Big Sisters of Boone County

Program: SOAR “Successful Opportunities in Academics and Recreation”

Description of Services: SOAR is unique to BBBS of Boone County. It was created to help reduce the large population of children on the waiting list. The program matches screened and trained college volunteers with 2 to 3 children from the “waiting list.” The children are from single parent homes and range in age from 6 to 14.

Scope of the Problem: The Big Brothers Big Sisters organization in Boone County has a waiting list of 150 to 200 children at any given time.

Program Outputs: SOAR

SOAR served 207 children in 2003. Table 4 shows the characteristics of the service population by age, race, and income level.

Table 4 SOAR: Client Characteristics (2003)	
Age	Number of Clients
6-10	135
11-18	72
Total Served	207

Source: Big Brothers Big Sisters of Boone County

SOAR has three major goal areas to see improvement in from the mentoring relationship. These areas are: confidence, competence, and caring. Table 5, on the following page, shows the overall percentage of improvement in each of the goal areas defined by an array of different indicators. As with the One-on-One Mentoring program, project SOAR seems to have positive outcomes for the child’s sense of self-confidence, their ability to make decisions, improved attitudes about school, and a more positive sense of the future.

Table 5
SOAR: Outcome Indicators for Goal Areas of Confidence, Competence, and Caring

POE Outcome Indicator	% Much Better	% A Little Better	% No Change	% a Little Worse	% Much Worse	Don't Know	Not a Problem
Self-confidence	10.96	61.54	24.65	2.74	0	3.53	10.59
Able to express feelings	13.18	53.44	22.03	1.30	0	1.11	13.33
Can Make Decisions	15.63	50.00	34.38	0	0	5.86	18.82
Has Interests or Hobbies	21.43	37.14	41.43	0	0	0	18.60
Personal Hygiene, Appearance	5.71	12.86	81.43	0	0	0	19.54
Sense of the future	11.86	49.15	35.59	3.33	0	15.48	14.29
Uses community resources	15.60	41.35	39.53	0	0	36.36	14.77
Uses school resources	12.77	19.15	58.09	0	0	31.45	13.73
Academic Performance	8.00	24	64	4	0	2309	15.73
Attitude toward school	12.33	56.16	24.86	6.85	0	3.57	9.52
School preparedness	12.90	40.32	40.33	6.45	0	19.10	11.24
Class Participation	15.15	27.27	54.55	3.03	0	51.72	10.34
Classroom behavior	25.71	20.00	43.57	5.71	0	55.72	8.05
Able to Avoid Delinquency	10.81	24.32	54.05	10.81	0	25.00	32.95
Able to avoid substance abuse	20.83	12.50	58.33	8.33	0	12.79	59.30
Able to avoid early parenting	15.57	55.56	25.93	0	0	21.74	57.61
Shows trust toward you	70.42	25.35	4.23	0	0	0	16.39
Respects other cultures	15.57	55.55	25.93	0	1.85	5.90	37.03
Relationship with family	11.29	33.87	53.23	1.61	0	5.78	22.99
Relationship with peers	24.29	31.43	41.43	2.55	0	10.34	9.20
Relationship with other adults	16.07	45.43	37.50	0	0	23.53	10.59

Source: Big Brothers Big Sisters of Boone County

Program: School (Site)-Based Mentoring

Description of Services: The School (Site)-Based Mentoring program is a partnership between the Columbia Public Schools and Big Brothers Big Sisters of Boone County. Through this cooperative effort, children who are identified by teachers or counselors as needing a mentor are then matched with a trained adult volunteer who has been screened. The volunteer mentor visits the child at school once a week throughout the academic year.

Scope of the Problem: Big Brothers Big Sisters indicates a waiting list of 150 to 200 children at any given time.

Program Outputs: School (Site)-Based Mentoring

In 2003, the School (Site)-Based Mentoring Program served 388 students. Overall, 252 students were between the ages 6 and 10, while the remaining 136 students were between the ages of 11 and 18. The School (Site)-Based Mentoring program is relatively new and thus no other data is available at this time.

Table 6	
School (Site)-Based Mentoring: Client Characteristics (2003)	
Age	Number of Clients
6-10	252
11-18	136
Total Served	388

Source: Big Brothers Big Sisters of Boone County

Program Assessment: One-on-One Mentoring, SOAR and School (Site)-Based Mentoring

The One-on-One Mentoring program, SOAR program, and the School (Site)-Based Mentoring program are very similar in the types of services provided. The primary difference between the programs is the venue of service delivery, although certainly other differences do exist. Because of the similarity of services delivered, however, the evaluation considered these programs as a whole. *Figure 1* presents the total number of children served by Big Brothers Big Sisters in 2003. The zip code areas of 65201, 65202, and 65203 (the primary target area) have 5,016 children under the age of 17 who live in single parent households. Consequently, Big Brothers Big Sisters served about 16 percent of the target population need in 2003.

Figure 2 further illustrates the extent of need addressed by the programs offered by Big Brothers Big Sisters. In the target population area, the One-on-One Mentoring program served 5 percent of the need, SOAR served 4 percent, and the School (Site)-Based Mentoring program served 8 percent of the need for youth mentoring services. Of the total youth population served (822 cases), the School (Site)-Based Mentoring program served the largest percentage of children, followed by the traditional One-on-One Mentoring program, and then SOAR.

Synopsis:

- Big Brothers Big Sisters of the Columbia area primarily serves youth under age 17 from single parent families in the 65201, 65202, and 65203 zip code areas.
- Of the youth population served by Big Brothers Big Sisters of the Columbia area, 55 percent are African American, 32 percent are Caucasian, and 16 percent are Hispanic.
- Based on outcome measures, the traditional One-on-One Mentoring program and the SOAR program seem to improve the child's sense of self-confidence as well as improve attitudes and performance with respect to school. Relationships with family, peers, and other adults also seem to have improved.
- Big Brothers Big Sisters programs altogether served 822 children in 2003, which is about 16 percent of the target population located in the three zip code areas.
- The One-on-One Mentoring program served 5 percent of the target population need, SOAR served about 4 percent of the need, and the School (Site)-Based Mentoring program met about 8 percent of need.
- The School (Site)-Based Mentoring program served the largest percentage of target population need.
- *NOTE:* Big Brothers Big Sisters of Columbia also administers the Site-Based *After School Mentoring* program. Although this program was not scheduled for evaluation in 2004, it is important to point out that this program served 170 students in after school programs (or 3 percent of the population need). Thus, when the Site-Based After School Mentoring program is also taken into consideration, Big Brothers Big Sisters served 992 children (or 19 percent) of the population need in 2003.
- Need Indicators: Children of single parent households, ages 6 to 18; zip code areas.

Comments and Observations:

- The traditional One-on-One Mentoring program alone is unable to meet the total need of the target population.
- Recognizing that a degree of need is not being met by the One-on-One Mentoring program, Big Brothers and Big Sisters has implemented the SOAR program (utilizing college/university students) to help fill the gap.
- School (Site)-Based Mentoring is another responsive approach by Big Brothers Big Sisters to help reduce the case waiting list.

- Big Brother Big Sisters appears to have an excellent data collection system in place and is making strides in collecting outcome measures.
- As insurance costs continue to rise, especially for the traditional One-on-One Mentoring program, Big Brothers Big Sisters will need to search for additional resources as well as alternative means (programs) to deliver their services.

Best Practices:

Youth mentoring programs have become extremely popular nationwide as communities seek to improve overall quality of life and assist at-risk youth groups. “Responsible mentoring” includes a structured, one-to-one relationship or partnership that focuses on the needs of the participant, encourages individuals to develop their fullest potential, helps individuals develop his/her vision for the future, and develops active community partnerships (www.mentoring.org, retrieved 9/27/04). Elements of effective (best) practices that have proven helpful include:

- **“Statement of purpose and long-range plan:** The long-range plan should include a community needs assessment and input from originators, staff, funders, potential volunteers, and participants.
- **A recruitment plan:** Effective programs have a recruitment plan for mentors and participants that include appropriate expectations and benefits, and orientation programs for both mentors and participants.
- **Eligibility screening:** Successful programs make use of eligibility screening for mentors and participants that includes application process and review, face-to-face interviews and home visits, reference checks for mentors (including child abuse registry checks, character references, driving records, and criminal records where permissible).
- **Readiness and training curriculum:** A readiness and training curriculum for mentors and participants should include confidentiality and liability information, crisis management and problem solving skills, and job and role descriptions and expectations.
- **A matching strategy:** Mentoring programs often use a matching strategy that includes pre-match social activities between mentor and participant pools, team-building activities to reduce anxiety at first meetings, appropriate criteria regarding gender, age, language, availability, needs, life experience, and temperament, and a signed statement of understanding from both mentor and participant.
- **A monitoring process:** Effective mentoring programs often use a monitoring process that includes regular meetings with staff, mentors, and participants, a tracking system, written records, and input from community partners, family, and significant others.
- **A support, recognition, and retention component:** Includes ongoing peer support groups for volunteers, participants, and others, ongoing training and development,

relevant issue discussion and information distribution, networking with appropriate organizations, social gatherings, and an annual recognition and appreciation event.

- **A closure process:** Includes private and confidential exit interviews, a clearly stated policy for future contacts, and assistance for participants in defining next steps for achieving personal goals.
- **An evaluation process:** Mentoring programs need to use some type of evaluation process to track accomplishments. The evaluation process is ideally based on outcome analyses of the program and relationships, clear criteria and statement of purpose, and the information needs of the board, funders, community partners, and other supporters.”

Best Practices Sources and Resources:

“Elements of Effective Mentoring Practices: Promoting Responsible Mentoring Programs.” (1991). Retrieved September 27, 2004 from the National Mentoring Working Group, convened by United Way of America and MENTOR/National Mentoring Partnership, web site: <http://www.mentoring.org>

Druian, Greg, and Butler, Jocelyn A. (2001). “Effective Schooling Practices and At-Risk Youth: What the Research Shows.” School Improvement Research Series (SIRS). Retrieved September 27, 2004, from <http://www.nwrel.org/scpd/sirs/1/topsyn1.html>

DuBois, David L.; Holloway, Bruce E.; Valentine, Jeffrey C.; and Cooper, Harris. (2002). “Effectiveness of Mentoring Programs for Youth: A Meta-Analytic Review.” *American Journal of Community Psychology*, 30(2), p. 157.

Data Sources:

Big Brothers Big Sisters of Boone County. (2003). “Selected Outcome Measures for 2003.”

United States Census Bureau.(2000). Retrieved November 9, 2004, from <http://www.census.gov>

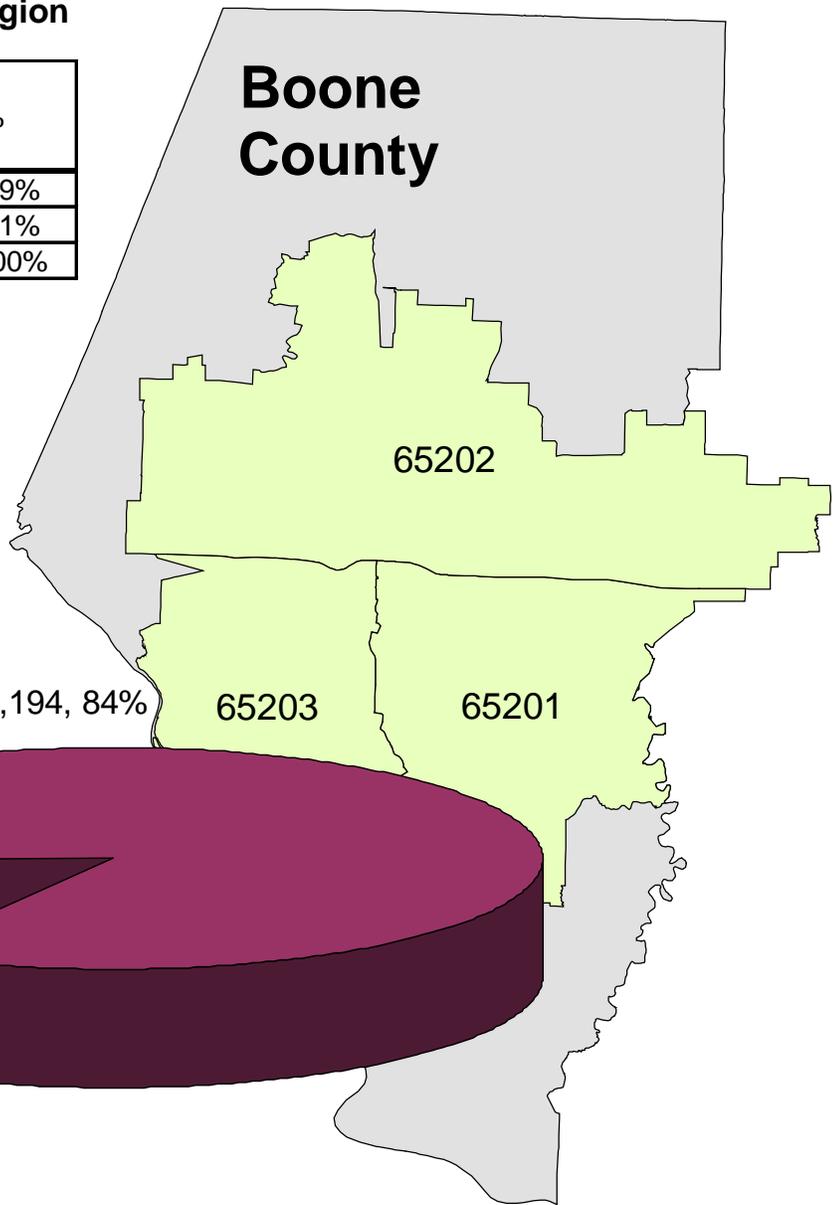
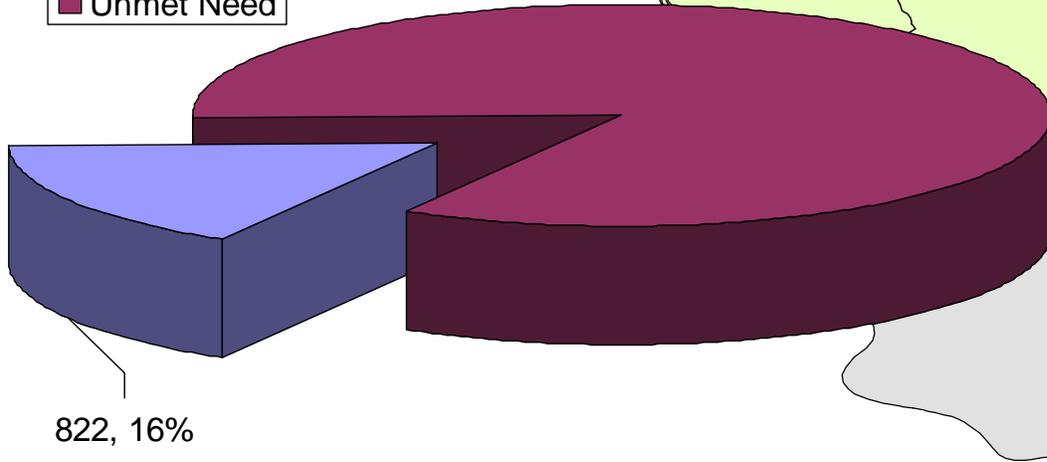
Figure 1

Big Brothers Big Sisters of Boone County Primary Service Region by Children Served: Children of Single Parent Households

Total Need by within Service Region

	Children of Single Parents	%
Met Need	822	16.39%
Unmet Need	4,194	83.61%
Total	5,016	100.00%

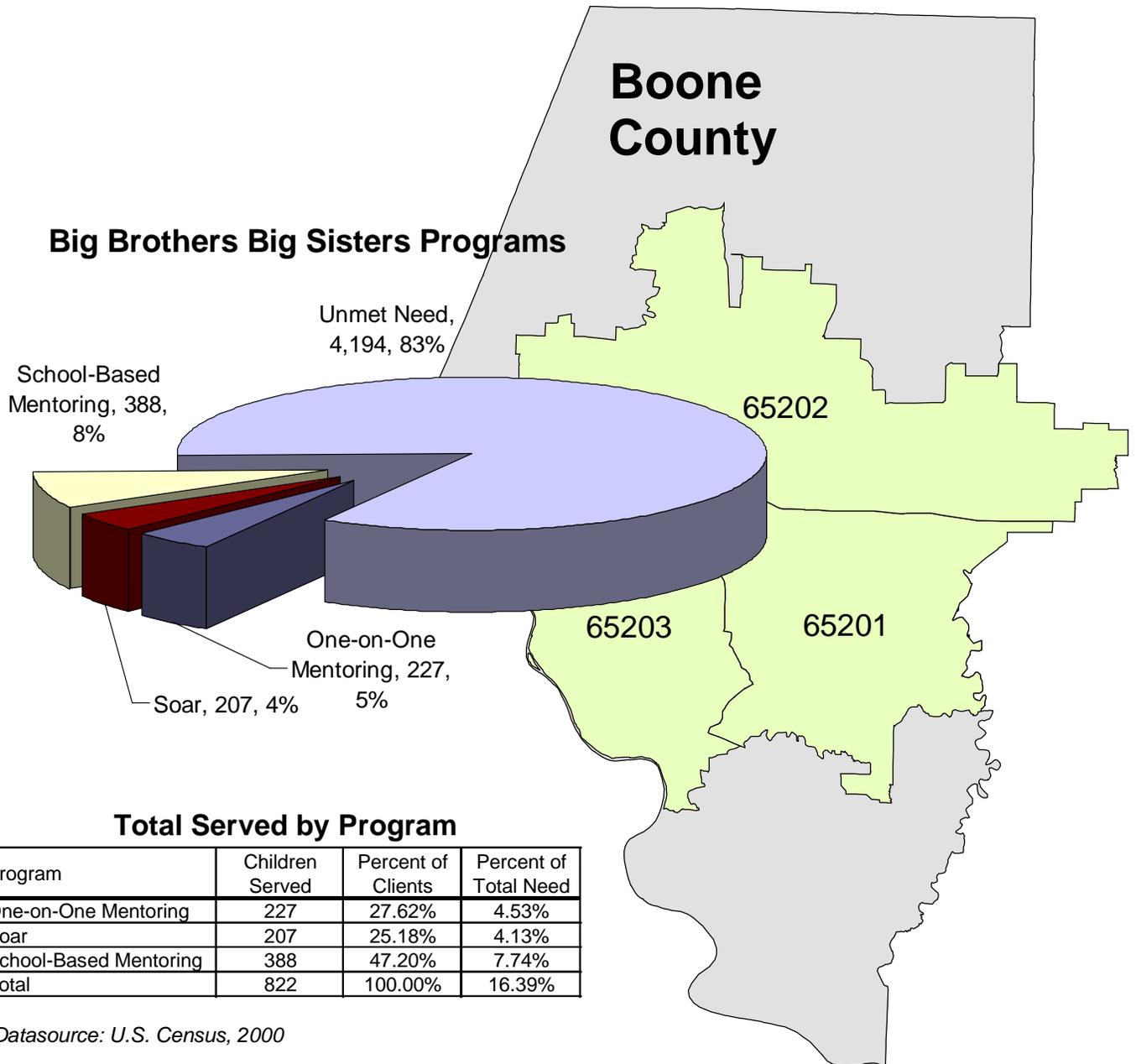
Children of Single Parents Ages 6-18



Datasource: U.S. Census Bureau, 2000

Figure 2

Big Brothers Big Sisters of Boone County Primary Service Region by Children Served: Individual Programs



Boys and Girls Club of the Columbia Area

The Boys and Girls Club of the Columbia Area provides after school and summer programs for area youth, ages 5 to 18. These programs promote development of a positive self-identity, community and civic involvement, health and well-being, and a strong moral compass.

Mission: To inspire and enable all young people, especially those from disadvantaged circumstances, to realize their full potential as productive, responsible and caring citizens.

For this evaluation, the two programs assessed are: 1) After School Youth Program and 2) Summer Youth Camp. In each of these programs, there are five core areas of development emphasized:

- Character and Leadership Development
- Education and Career Development
- Health and Life Skills
- Artistic and Cultural Enrichment
- Sports, Fitness, and Recreation

Programs: After School Youth Program and Summer Youth Camp*

Description of Services: The **After School Youth Program** offers a variety of activities that address the five core areas of development listed above. The programs' activities are provided to all of Columbia's youth but specifically target those who are at-risk for academic failure or dropping out of high school. The **Summer Youth Camp** Program is a 10-week long program and consists of field trips, educational programs, cultural experiences, and prevention programs aimed at helping youth improve their self-esteem and self-confidence. Each day, programs are offered in the five core areas of development. While the camp is open to all Columbia area youth, it primarily serves those who are at high-risk for alcohol and drug abuse, juvenile delinquency, teen pregnancy, sexually transmitted disease, dropping out of school, and other risky behaviors.

Scope of the Problem: The Columbia Public Schools high school drop out rate is 4.3% (Missouri Department of Elementary and Secondary Education, 2003). The Boone County high school drop out rate is 3.9% (Missouri Kids Count, 2003). Both figures are above the state of Missouri's high school drop out rate of 3.4% (MODESE, 2003; Missouri Kids Count, 2003).

*The After School Youth Program and the Summer Youth Camp Program are combined for this evaluation because separate data were not available from the Boys and Girls Club organization in Columbia.

Program Assessment: After School Youth Program and Summer Youth Camp

Boys and Girls Club of the Columbia Area serves two different populations: registered members and other youth served. Other youth served are unregistered Club members, who are directly impacted by the organization's programs. In total, Boys and Girls Club of Columbia Area served 736 youth. Of those youth, 267 were registered members and 469 were unregistered participants in the organization's programs. Also, of the 267 registered youth, 134 were males and 133 were females. There were 261 unregistered males and 208 unregistered females. Table 1 below summarizes the age and gender of registered members, while Table 2 provides data of the age and gender for the other youth served (unregistered members). Table 3 and 4 breakdown the ethnicity for each respective population (registered and other youth) served by Boys and Girls Club of Columbia Area.

Table 1			
Boys and Girls Club of Columbia Area: Number of Registered Members by Age and Gender (2003)			
Age	Number of Males	Number of Females	Total Registered Members
5 and under	5	2	7
6 year olds	16	16	32
7 year olds	11	13	24
8 year olds	16	34	50
9 year olds	24	13	37
10 year olds	10	12	22
11 year olds	22	13	35
12 year olds	10	13	23
13 year olds	7	8	15
14 year olds	5	6	12
15 year olds	1	1	2
16 year olds	4	1	5
17 year olds	2	1	3
18 year olds	0	0	0
19 year olds	0	0	0
20 year olds	0	0	0
Total	133	133	267

Source: Boys and Girls Club of Columbia Area

Table 2			
Boys and Girls Club of Columbia Area: Number of Other Youth Served by Age and Gender (2003)			
Age	Number of Males	Number of Females	Total Other Youth
5 and under	87	56	143
6 year olds	54	27	81
7 year olds	28	46	74
8 year olds	51	40	91
9 year olds	22	23	45
10 year olds	12	8	20
11 year olds	6	2	8
12 year olds	1	4	5
13 year olds	0	2	2
14 year olds	0	0	0
15 year olds	0	0	0
16 year olds	0	0	0
17 year olds	0	0	0
18 year olds	0	0	0
19 year olds	0	0	0
20 year olds	0	0	0
Total	261	208	469

Source: Boys and Girls Club of the Columbia Area

Table 3	
Boys and Girls of Columbia Area: Ethnicity of Registered Members (2003)	
African-American	42.86%
Asian	1.89%
Caucasian	50.89%
Hispanic	4.36%
Native American	0.00%

Source: Boys and Girls Club of the Columbia Area

Table 4	
Boys and Girls of Columbia Area: Ethnicity of Other Youth Served (2003)	
African-American	29%
Asian	2%
Caucasian	65%
Hispanic	4%
Native American	0%

Visual Representation:

Figure 1 indicates the number of males and females under age 17 residing in the zip code areas of 65201, 65202, and 65203 (the primary target population area for Boys and Girls Club in Columbia). Of the 9,243 male children living in the target population area, the Boys and Girls Club of Columbia served 395 persons, or about 4.1 percent of the need. Also, of the 9,087 female children in the target area, Boys and Girls Club programs served 341 or 3.6 percent of the need. Notice that the 65203 zip code area has the largest number of children under the age of 17, with 8,831 males and females out of 19,066 children in the three zip code areas. Also notice that male and female children are almost equally represented in the target area, and that Boys and Girls Club equally serves both male and female children.

Figure 2 shows the number of minority and Caucasian children in the target area. Again, minority children are largely located in the 65203 zip code area, comprising about 46.3 percent of the total population of children under age 17 in the overall target area. In 2003, Boys and Girls Club programs served about 7.6 percent of the potential need of minority children, and about 2.6 percent of the need of non-minority children. Although minority and non-minority children are equally served by Boys and Girls Club programs (case numbers), a larger percentage of minority children are served when population is taken into consideration.

Figure 3 represents the number of children under age 17, who live in single parent households and who are in poverty. In the three zip code target area there are 6,445 children living in single parent households. Of those children, Boys and Girls Club served 158 cases or about 2 percent of the potential need (registered members of Boys and Girls Club reported only). Out of 3,319 economically disadvantaged children living in these areas, Boys and Girls Club served 219 cases or 6 percent of the potential need (again, registered cases reported). The 65203 zip code area has the largest number of single parent families, while the 65202 and 65203 areas both indicate high percentages of economically disadvantaged children.

Finally, *Figure 4* reveals a smaller component of the potential target population, that of adolescents who have experienced difficulties with drug and alcohol abuse. Boys and Girls Club attempts to address issues of children who are *at risk* for certain behaviors, that is, who might at some point develop certain problems or characteristics. By addressing the problems of children early it is thought that certain unfavorable behaviors may be avoided. Consequently, it is impossible to measure characteristics that have yet to be manifested. However, because drug and alcohol abuse is likely to be an issue manifested among lower income children, and because census data does exist for this characteristic among children, the data was included in the program evaluation for Boys and Girls Club. *Figure 4* thus reveals those children, ages 13 to 18, in the three zip code areas that have reportedly experienced problems with drug and alcohol problems. Estimates from Boys and Girls Club regarding the number of children attending the Summer Youth program in 2003 were obtained and used for this spatial graph. According to Boys and Girls Club, approximately 70 children attended the Summer Youth Camp program in 2003. The target population area is comprised of 929 adolescents in need of drug and alcohol abuse services. The Youth Summer Camp thus served about 8 percent of those children potentially having a need for such services.

Synopsis:

- Boys and Girls Club of the Columbia area served 736 youth in 2003.
- Although Boys and Girls Club serves all children, their target population is characterized by economically disadvantaged children.
- The primary target population area for Boys and Girls Club consists of the 65201, 65202, and 65203 zip code areas.
- Within the target population area, Boys and Girls Club served 4.1 percent of the potential male population need and 3.6 percent of the potential female population need.
- Within the target population area, Boys and Girls Club served 7.6 percent of the potential minority population need and 2.6 percent of the potential non-minority population need.
- Within the target population, Boys and Girls Club served 158 cases or about 2 percent of the potential need of children in single parent households.
- Within the target population, Boys and Girls Club programs served about 6 percent of the potential need of economically disadvantaged children under the age of 17.
- The Summer Youth Camp served about 8 percent of the potential need for drug and alcohol services by children ages 13 to 18.
- Need Indicators: Children under age 17; gender; race; single parent households; economically disadvantaged children; zip code areas.

Comments and Observations:

- Boys and Girls Club in the Columbia Area has had a change in Executive Director leadership.
- Boys and Girls Club benefits from an active, well-functioning board that, as a whole, has provided leadership through a time of transition.
- The new Executive Director and board might consider training various staff members in outcomes based monitoring techniques so as to institutionalize program evaluation activities, therefore avoiding interruptions in data collection due to personnel and board turnover.

Best Practices:

Quality after-school programs provide safe, engaging environments that motivate learning outside of the traditional classroom. While there is no one single formula for success in after-school programs, both practitioners and researchers agree that effective programs combine academic, enrichment, cultural, and recreational activities to guide learning and engage children and youth in wholesome activities (www.ed.gov/pubs/SafeandSmart/chapter2.html, retrieved 10/20/04). More specifically, best practices associated with after-school programs include the following:

- **“Linkage to community:** The best programs develop activities to meet the particular needs of the communities they serve.
- **Varied activities:** The types of activities found in a quality after-school program include tutoring and supplementing instruction in basic skills, such as reading, math and science; drug and violence prevention curricula; counseling; youth leadership activities; volunteer and community service opportunities; college awareness and preparation; homework assistance centers; courses and enrichment in the arts and culture; computer instruction; language instruction; employment preparation or training; mentoring; activities linked to law enforcement; and supervised recreation and athletic programs and events.
- **Limited passive activities:** Quality programs refrain from passive activities for children, such as television or video viewing.
- **Adequate facilities:** Effective programs have use of a playground or park, a library, computers, museum, art room, music room, or game room on a weekly basis.
- **Effective collaborations:** Effective collaborations between after-school programs and the community, whether through partnerships or developed networks, gives students more options and helps to extend the resources available for after-school learning, enrichment, and recreation.
- **Strong involvement of families:** Programs incorporating the ideas of parents and their participating children tend to provide activities that are fun, culturally relevant, and tend to capture children’s and adolescents’ interests better.
- **Attending to the needs of working parents:** Good programs are aware that their customers are not only the children they serve, but the families as well. These programs are designed with sensitivity to work schedules of parents, affordability of the program, and transportation issues.
- **Other common elements:** Effective programs tend to have common characteristics such as goal setting and strong management; quality after-school staffing; low staff/student ratios; attention to safety, health, and nutrition issues; effective partnerships with community-based organizations, juvenile justice agencies, law enforcement, and youth groups; coordinated learning within the regular school day; linkages between school-day teachers and after-school personnel; and evaluation of program progress and effectiveness.”

Best Practices Sources and Resources:

“What Works: Components of Exemplary After-School Programs.” (1998, June). *Safe and Smart: Making After-School Hours Work for Kids*, Chapter 2. Retrieved October 20, 2004, from the U.S. Department of Education web site:

<http://www.ed.gov/pubs/SafeandSmart/chapter2.html>

“Best Practices.” (n.d). Retrieved October 18, 2004, from Boston’s After-School for All Partnership website: http://www.afterschoolforall.org/resources/best_practices.html

“When School is Out: Analysis and Recommendations” (Fall 1999). *The Future of Children*, 9(2). Retrieved October 18, 2004, from the Future of Children web site:

http://www.futureofchildren.org/information2826/information_show.htm?doc_id=71875

Data Sources:

“Annual Dropout Rate 2000-2004.” (2004). Retrieved January 6, 2004 from the Missouri Department of Elementary and Secondary Education website:

<http://dese.mo.gov/schooldata/four/010093/droprnone.html>

Boys and Girls Club of the Columbia Area. (2003). “Selected Outcome Measures for 2003.”

Missouri Kids Count. (2003) “Missouri Kids Count 2003.” Retrieved October 25, 2004, from the University of Missouri, Office of Social and Economic Data Analysis web site:

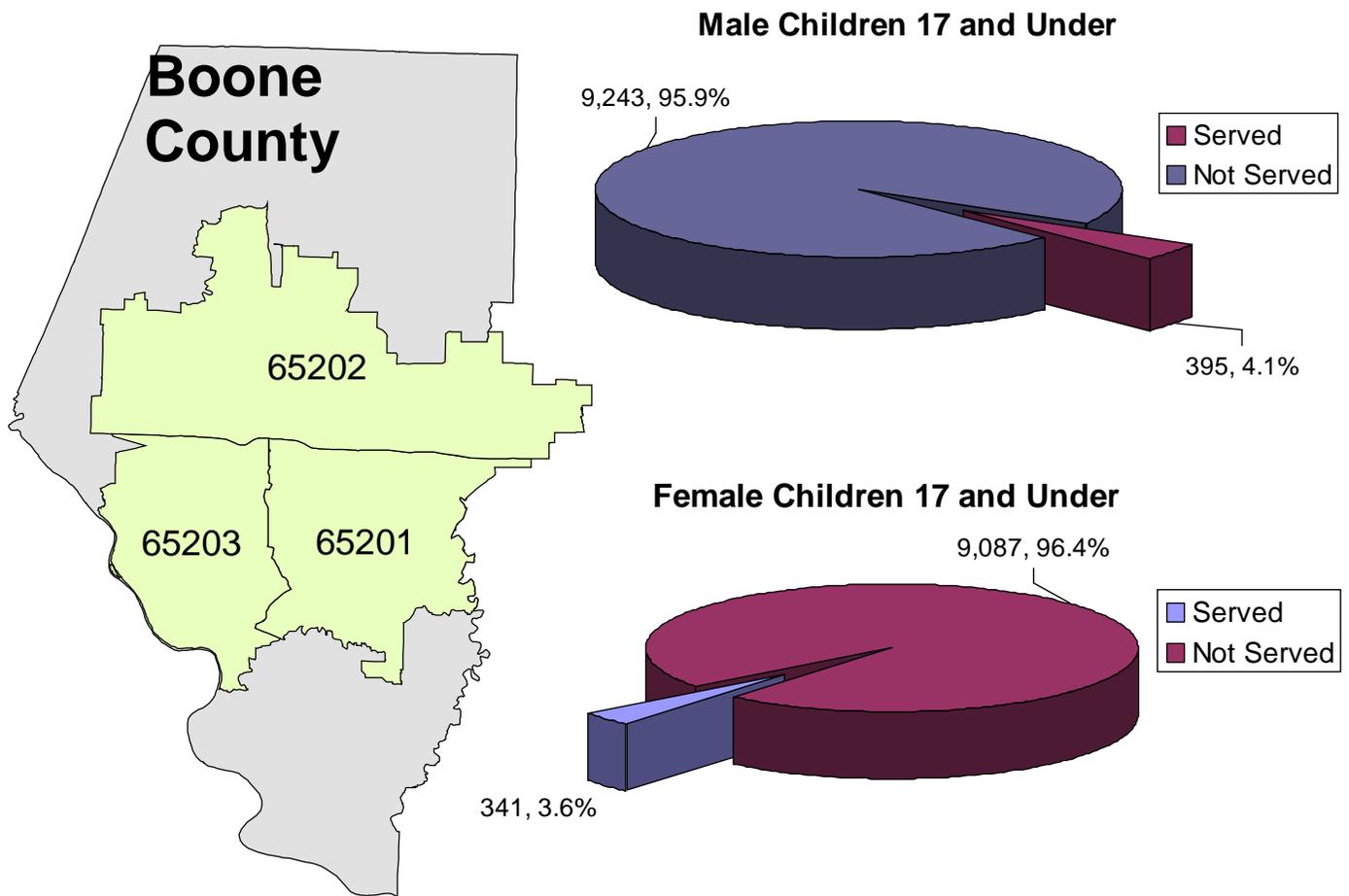
<http://www.oseda.missouri.edu/kidscount/03/>

“State of Missouri: State Treatment Needs Assessment Final Project Report.” (2003, September). Retrieved October 26, 2004, from the Missouri Department of Mental Health, Division of Alcohol and Drug Abuse web site: <http://www.dmh.mo.gov/ada/rpts/finalrpt.pdf>

United States Census Bureau.(2000). Retrieved November 9, 2004, from <http://www.census.gov>

Figure 1

Boys and Girls Club Service Region Population Served Ages 17 and Under: Male and Female Population Served



Total Need in Service Region by Met Need

	Served	Not Served	Total	Percent Served
Male	395	9,243	9,638	4.1%
Female	341	9,087	9,428	3.6%
Total	736	18,330	19,066	3.9%

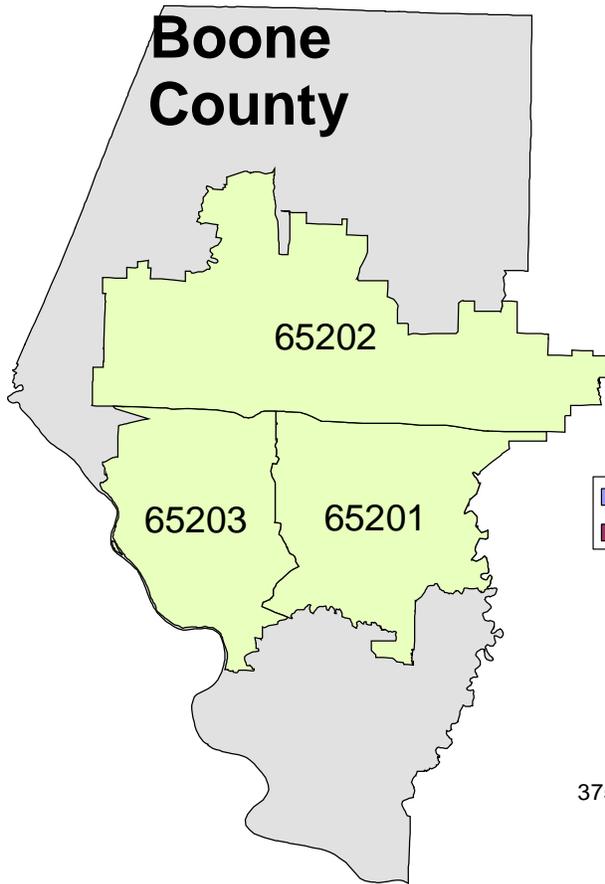
Total Need by Zip Code (Service Regions)

	65201	% (19,066)	65202	% (19,066)	65203	% (19,066)	Grand Total	
Male	1,466	7.7%	3,598	18.9%	4,574	24.0%	9,638	50.6%
Female	1,785	9.4%	3,386	17.8%	4,257	22.3%	9,428	49.4%
Total	3,251	17.1%	6,984	36.6%	8,831	46.3%	19,066	100.0%

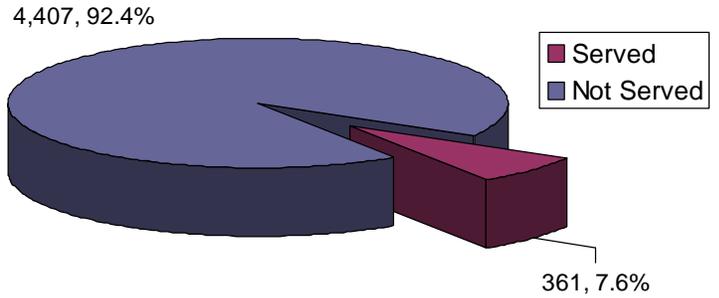
Datasource: U.S. Bureau of the Census, 2000

Figure 2

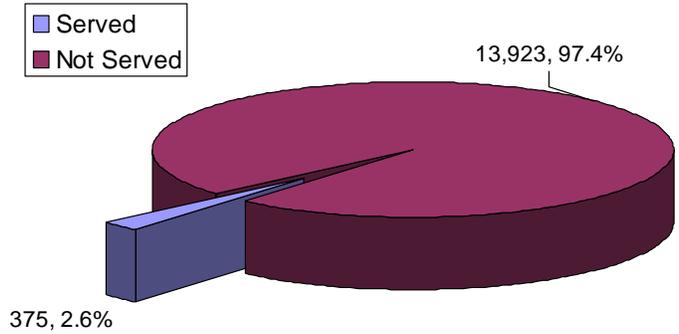
Boys and Girls Club Service Region Population Served Ages 17 and Under: White and Minority Population Served



Minority Children 17 and Under



White Children 17 and Under



Total Need in Service Region by Met Need

	Served	Not Served	Total	Percent Served
Minority	361	4,407	4,768	7.6%
White	375	13,923	14,298	2.6%
Total	736	18,330	19,066	3.9%

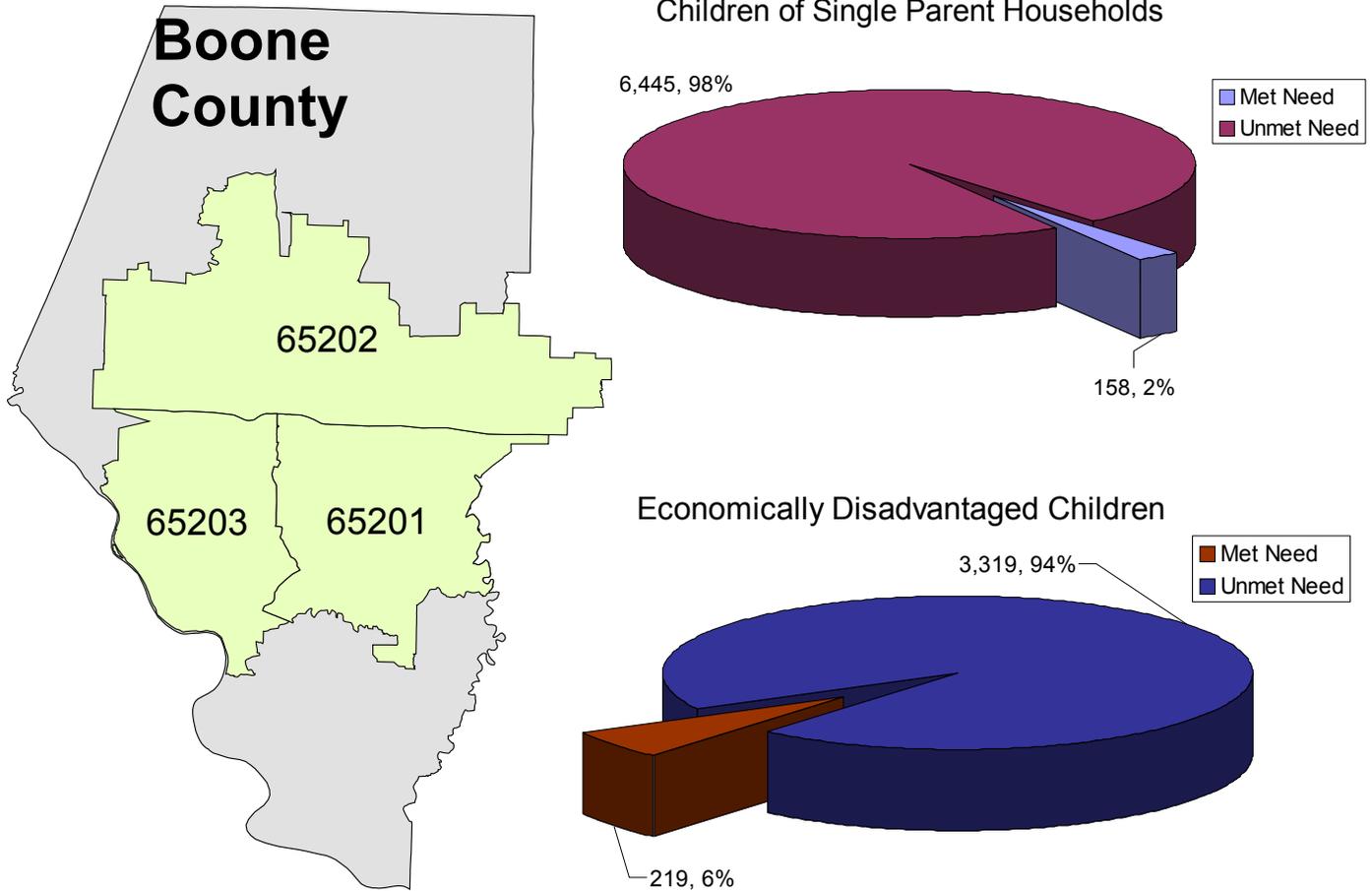
Total Need by Zip Code (Service Regions)

	65201	% (19,066)	65202	% (19,066)	65203	% (19,066)	Grand Total	
Minority	906	4.8%	1,848	9.7%	2,014	10.6%	4,768	25.0%
White	2,345	12.3%	5,136	26.9%	6,817	35.8%	14,298	75.0%
Total	3,251	17.1%	6,984	36.6%	8,831	46.3%	19,066	100.0%

Datasource: U.S. Bureau of the Census, 2000

Figure 3

Boys and Girls Club Service Region Population Served Ages 17 and Under: Children of Single Parent Households and Economically Disadvantaged Children



Total Need in Service Region by Met Need

	Served	Not Served	Total	Percent Served
Childred of Single Parent Households	158	6,445	6,603	2.39%
Economically Disadvantaged Children	219	3,319	3,538	6.19%

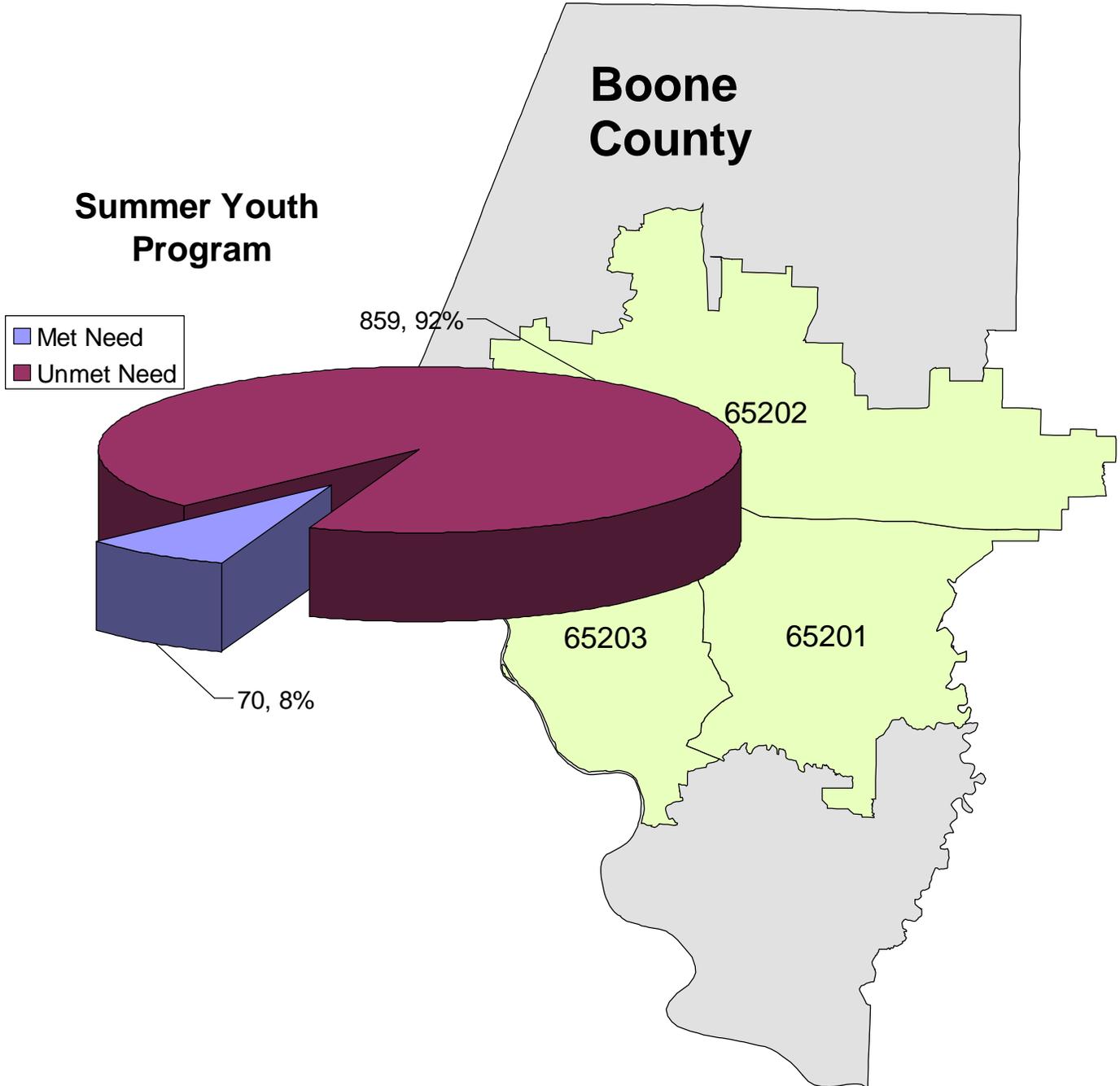
Total Need by Zip Code (Service Regions)

	65201	% Total	65202	% Total	65203	% Total	Total	
Pov	694	19.62%	1439	40.67%	1405	39.71%	3,538	100%
Single Parent	1324	20.05%	2513	38.06%	2766	41.89%	6,603	100%

Datasource: U.S. Bureau of the Census, 2000

Figure 4

Boys and Girls Club Summer Youth Program Ages 13-18



Summer Youth Program Need Assesment		
Adolescents in need of Substance Abuse Services	929	100.00%
Served by Summer Youth Program	70	7.53%
Unmet Need	859	92.47%

Datasource: Missouri Department of Mental Health, 2003

Columbia Public Schools: Project CRIB

Project CRIB is a licensed daycare facility for infants and toddlers of teen parents operating at Douglass High School, an alternative school within the Columbia Public School District. The program has three major objectives: 1) reduce the drop out rate of teen parents; 2) enhance parenting skills; 3) provide a safe, nurturing environment for infants and toddlers.

Organizational Vision

All teen parents will graduate high school and be successful with life and family in the future.

Mission

By providing on-site daycare and related services for student parents, Project CRIB will support their retention in high school and their graduation.

Program: Project CRIB

Description of Services: Project CRIB's services are offered to teen parents (mothers and fathers) who are earning credit toward their high school diploma at Douglass High School. Teen parents in the program participate in the following activities:

- Parenting classes and peer support groups,
- Child development classes,
- A Child Development Practicum, which involves working in Project CRIB in the role of a child care provider,
- Work with the Parents as Teachers educator both at home and at school.
- Enter in a contract with Project CRIB that delineates their responsibilities as a parent in the program.

Scope of the Problem: The Report of the National Commission on Children states that children living with mothers who have not completed high school were two to three times more likely to drop out of school themselves.

- The Columbia Public Schools high school drop out rate is 4.3% (Missouri Department of Elementary and Secondary Education, 2003). The Boone County high school drop out rate is 3.9% (Missouri Kids Count, 2003). Both figures are above the state of Missouri's high school drop out rate of 3.4% (MODESE, 2003; Missouri Kids Count, 2003).
- While the teen parent drop out rate is unknown, the Missouri Kids Count (2003) indicates that there were 225 births to mothers without a high school diploma in Boone County (a rate of 12.5%).

Program Assessment: Project CRIB

Project CRIB served 13 teen parents in 2003 and experienced an 85% rate of graduation or retention of students in its program (11 out of 13 CRIB participants graduated). Table 1 summarizes the client characteristics for Project CRIB, including the percentages of client by race, age, and zip code area.

Table 1		
Project CRIB: Client Characteristics		
Characteristic	Number	Percentage
Race:		
Black	5	38.46%
Hispanic	4	30.77%
Caucasian	4	30.77%
Ages:		
15	2	15.38%
16	4	30.77%
17	1	7.69%
18	5	38.46%
19	1	7.69%
Zip Codes*		
65201	5	45.45%
65203	4	36.36%
65202	2	18.18%

Source: Project CRIB

* The number of clients per zip code is based on the number of students who graduated (11); instead of the total number of CRIB participants (13).

Visual Representation:

Maps 1 and 2 indicate the potential demand for Project CRIB in Boone County. *Map 1* presents the dispersion of females living in Boone County, ages 10 to 19 years of age, who were pregnant in 2003. In Boone County there were 215 pregnant females potentially in need of Project CRIB services. Since we do not know how many CRIB clients were pregnant in 2003, we could assume that all clients were pregnant (which may be true in some years). Based on this assumption, Project CRIB would have served roughly 6 percent of the need. This percentage, however, given 13 students and the present capacity of Project CRIB, is probably the upper boundary at this time. The true percentage of pregnant teens served is most likely around three percent or less.

Map 2 provides a slightly different, and perhaps a more realistic perspective on potential need. *Map 2* indicates the number of youth ages 10 to 20 years, who have had live births (thus, are currently teen parents of infants and toddlers). These teen parents have very young children

(infancy through toddler), and thus would qualify for admittance to Project CRIB. Project CRIB thus met 3.02 percent of the potential need of this target population group. Without knowing how many clients were pregnant and how many actually had young infants and toddlers, this is the best estimate currently available.

Synopsis:

- In Boone County, Project CRIB served 3.02 percent of the teen parent target population (ages 10 to 20 years) in 2003.
- Project CRIB addresses 6 percent of the potential need for services by pregnant teens in 2003 (ages 10 to 19 years) in Boone County (based on the assumption that all clients in CRIB during a particular year are pregnant).
- Project CRIB served 13 clients in 2003. Of those clients, about 38 percent are African American, 31 percent are Caucasian, and 31 percent are Hispanic.
- About 39 percent of Project CRIB clients are age 18 and about 31 percent are age 16.
- In 2003, 11 out of 13 or 85 percent of Project CRIB participants were retained or graduated from Douglass High School.
- *Need Indicators:* Females 10 to 19 years old, pregnant in 2003 in Boone County, Missouri; teen parents 10 to 20 years old in Boone County, Missouri, 2003.

Comments and Observations:

- Project CRIB has one full time administrator in charge of program activities.
- Project CRIB is currently operating at capacity to deliver services.
- Potential need in the community exceeds the capacity of Project CRIB.
- Data collection is hampered by the lack of administrative staff.
- Douglass High School conducts a yearly alumni survey. Potentially, questions pertaining to Project CRIB could be added to the survey to track previous program participants and garner program outcome information.
- Suggest that a simple pre- and post-test of Project CRIB participants be administered at the start and end of the academic year.

- Suggest that records be kept of all program activities. Project CRIB delivers a wide variety of services, such as nurse and physician visitations/lectures, that are not recorded and therefore never considered as outputs of the program.

Best Practices:

Pregnant and parenting teens face significant barriers to academic achievement, largely because traditional school programs often conflict with the demands of pregnancy and child rearing (www.center-school.org/education/ppt/pptalted.htm, retrieved 10/14/04). To reduce the number of pregnant and parenting teens who drop out, schools are changing their policies and practices to include flexible scheduling and crediting, flexible attendance policies, and access to alternative education options, thus allowing students to earn high school credits in innovative ways. Alternative educational programs that have been successful in retaining pregnant and parenting teens have been characterized by the following best practices:

- **“Alternative credit-bearing strategies:** Alternative strategies to earn high school credits include internships in child-care centers for extra credit, early enrollment in summer school courses, and independent study to make up required classes.
- **Participation in work release program:** Work release programs allow early dismissal during the school day for part-time employment or meeting additional responsibilities of parenting. Participation in a work release program results in the student earning credits toward graduation from high school.
- **Required tracking of attendance:** Students are required to track their attendance and provide reasons for nonattendance, thus promoting the student’s responsibility for their behavior.
- **Student recognition:** Students are recognized for their achievements in attendance and academics by an awards ceremony and/or luncheon held at the end of each semester.
- **Provision of necessary goods and services:** The provision of medical care as well as gift certificates, prizes, and clothing (for baby and teen) encourages attendance. Goods and services are donated by community businesses.
- **Foster grandparents:** Volunteer “foster” grandparents work with teen parents and their children. Foster grandparents are used as assistants to the child-care staff and as mentors to teen parents.
- **Teen father services:** A number of programs have been developed to support, counsel, educate, and motivate young fathers. Services often include academic instruction; life and employment skills building; parenting education; nutrition and health; and individual and group counseling.”

Best Practices Sources and Resources:

Center for Schools and Communities. (1999). "A Resource Guide of Best Practices for Pregnant and Parenting Teen Programs." Retrieved October 14, 2004, from the Center for Schools and Communities web site: www.center-school.org/education/ppt/pptbest.htm

Batten, Susan T. (1996, October). School-Based Programs for Adolescent Parents and Their Young Children (Chapter 5). Center for Assessment and Policy Development.

Deanda, D. and Becerra, R. (1984). Support Networks for Adolescent Mothers. *Social Casework*, 65: 172-181.

Data Sources:

"Annual Dropout Rate 2000-2004." (2004). Retrieved January 6, 2004 from the Missouri Department of Elementary and Secondary Education website: <http://dese.mo.gov/schooldata/four/010093/droptone.html>

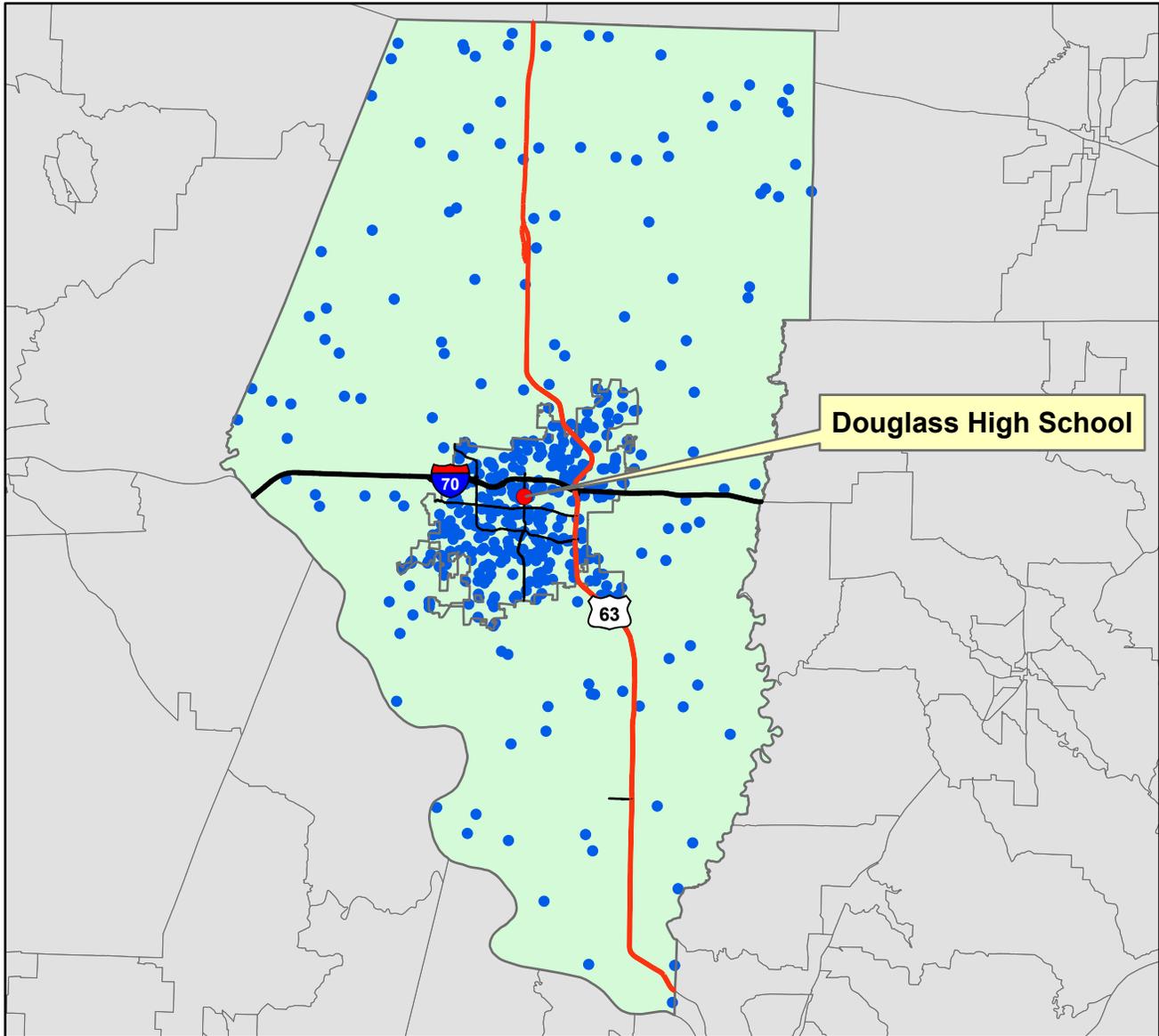
Project CRIB. (2003). "Selected Outcome Measures for 2003."

Kids Count Missouri. "Missouri Kids Count 2003." Retrieved October 25, 2004, from the University of Missouri, Office of Social and Economic Data Analysis web site: <http://www.oseda.missouri.edu/kidscount/03/>

United States Census Bureau.(2000). Retrieved November 9, 2004, from <http://www.census.gov>

Map 1

Females 10 to 19 years old Pregnant in 2003: Boone County, Missouri



	Number Served	Total Pregnant Teens	Percent Need Met
Boone County	13	215	6.05%

Legend

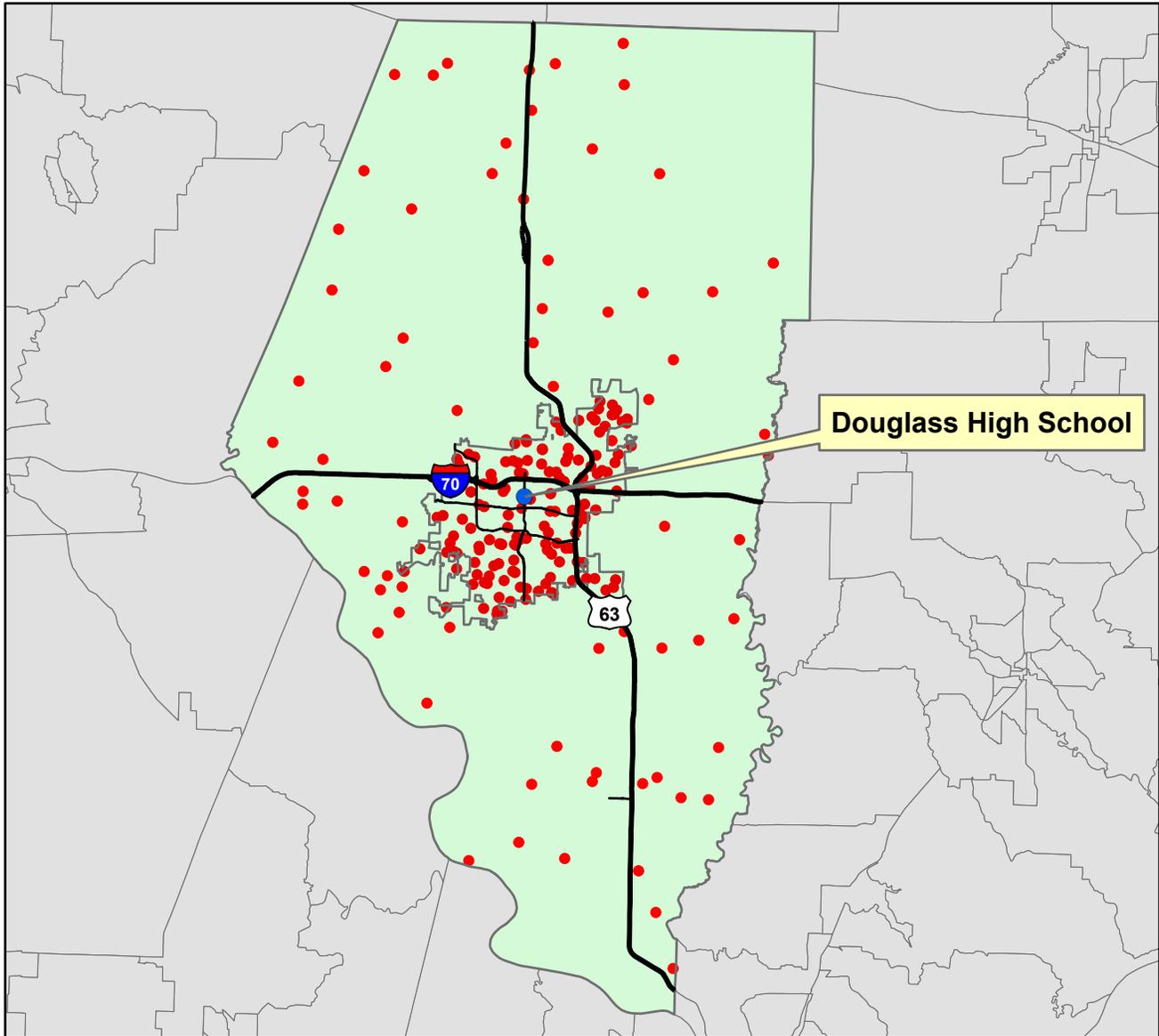
 Each dot represents 1 Teen Pregnancy case in 2003, Boone County

*Datasource: Missouri information for Community Assessment (MICA)
Department of Health and Senior Services*

Map 2

Teen Parents 10 to 20 years old

Boone County, Missouri



	Number Served	Total Teen Parents	Percent Need Met
Boone County	13	430	3.02%

Legend

  Each dot represents 1 Teen Parent

*Datasource: Missouri information for Community Assessment (MICA)
Department of Health and Senior Services*

** Data reports live births to females back to 2000. The age was adjusted to reflect the age in 2003.*

Family Counseling Center of Missouri, Inc.

Family Counseling Center of Missouri, Inc. provides a variety of inpatient and outpatient counseling services primarily geared toward individuals, who are alcoholic/chemical dependent or who suffer from a mental illness. In particular, Family Counseling Center of Missouri, Inc. seeks to provide services to those who otherwise would not be able to afford counseling. Three specific programs of Family Counseling Center of Missouri, Inc. are addressed in this evaluation: 1) Drug and Alcohol Counseling, 2) Mental Health Counseling, 3) School-Age Counseling.

Organizational Mission

The mission of the Family Counseling Center of Missouri, Inc. is to improve the quality of life for individuals, families, and communities by helping people to make positive changes in their lives and empowering them to make healthy and effective choices. We strive to do this by providing professional therapy, treatment, community support and educational services in a physically and psychologically safe environment which enhances self-esteem. We are committed to the principle that all persons who need treatment should receive high quality services, regardless of ability to pay.

Program: Drug and Alcohol Counseling

Description of Services: Drug and Alcohol Counseling is provided with the intention of helping the client cease from problem drinking and drug use. Along with addressing the drug/alcohol problem, counseling focuses on improving the overall quality of life of clients. Therefore, counseling is provided to help reduce arrests and criminal behavior, improve job status, housing, and family stability. Counseling is also aimed at improving the client's ability to function on a daily basis and to improve the client's perception of his or her life by giving them a plan to address relapse issues.

Scope of the Problem: According to the Department of Mental Health's regional estimates for 2003, there are approximately 15,609 cases of alcohol and drug abuse in Boone County (adult: 14,523; adolescent: 1,086).

Program Assessment: Drug and Alcohol Counseling

The number of Boone County drug and alcohol clients seen at the Family Counseling Center's Outpatient Clinic in Columbia during 2003 totaled 625 people, three of whom were children under the age of 13 (and therefore excluded from the spatial graph analysis). In Table 1, on the following page, the characteristics of the client population are summarized and include: reason for counseling, race, gender, age, presenting problems, and referral sources.

Table 1		
Drug and Alcohol Counseling: FY 2003 Columbia Outpatient Clinic – Columbia/Boone County Residents Only		
Characteristic	Number of Clients	Percentage of Clients
Reason for Counseling		
Alcohol only	302	48%
Other drugs only	162	26%
Both	161	26%
Race		
White	466	75%
Non-white	159	25%
Gender		
Male	463	74%
Female	162	26%
Age		
Under 13	3	0%
13-18	41	7%
19-34	374	60%
35-44	142	23%
45-60	61	10%
Over 60	4	1%
Presenting Problems		
Marriage	91	16%
Family	69	12%
Stress	190	34%
Psychological	75	13%
Legal	412	73%
Financial	91	16%
Vocational	68	12%
Referral Source		
Self/Family/Friend	79	14%
Mental Health system	24	4%
Doctors/Hospitals	3	0%
Community Agency	31	5%
Court System	430	76%

Source: Family Counseling Center of Missouri, Inc.

Of the 625 drug and alcohol clients served, 75 percent were Caucasian and 74 percent were female. Most clients were 19 to 34 years of age (60 percent) while about 23 percent were 35 to 44 years of age. The most common problems resulting in referral to the program were legal issues, stress, and marriage difficulties. The majority of cases were referred to Family Counseling Center by the court system.

Visual Representation:

Figure 1 reveals an estimated 15,609 potential cases in Boone County, which is the primary service area for Family Counseling Center. Using Missouri Department of Mental Health data, the total number of adults in need was 461,845 in 2003. This sum was calculated using the reported numbers of *adults* in need by region in the State of Missouri (Eastern, Central, Northwest, Southeast, and Southwest). The total number of *adolescents* in need was calculated to be 29,378 (difference = total adults and adolescents in need less total adult need). The Missouri Department of Mental Health statistics indicate that 78,585 adults are in need of alcohol and drug abuse services in the central Missouri region.

As stated in the same report, 20 percent of Missouri's adolescents in need live in the central region. Thus, central region adolescent need was calculated as 20 percent of the 29,378 total adolescent population, or 5,876 persons. Finally, Boone County population represents 18.48 percent of the central region. Applying this percentage to the need for services in the central region, it is estimated that 14,523 adult persons and 1,086 adolescents (18.48 percent of 78,585 adults; 18.48 percent of 5,867 adolescents) are in need of drug and alcohol abuse services through Family Counseling Center.

Figure 2 therefore indicates that of total need in Boone County (adults and adolescents), Family Counseling Center served 622 cases (3 cases excluded because individuals were under age 13). The 622 cases served, out of the total estimated need of 15,609 cases, constituted about 4 percent of the total need in Boone County. *Figure 1* also breaks total need into both adult and adolescent need. Of the estimated 14,523 adult cases in Boone County, Family Counseling Center served 581 cases, representing about 4 percent of the adult need. Also, of the estimated 1,045 adolescent cases in Boone County, 41 percent, or again about 4 percent, of the need was served.

Program: Mental Health Counseling

Description of Services: The intended outcomes of participation in mental health counseling are as follows: resolve or improve the client's ability to adapt to the problem for which the client sought counseling; improve the client's perception regarding his or her ability to function on a daily basis as well as overall satisfaction with life; decrease arrest and/or criminal behavior; improve job status, housing, family stability; and decrease the utilization of medical care (i.e., psychiatric admissions).

Scope of the Problem: Based on estimates from the *Boone County Mental Health Needs Assessment (2004)*, the adult need in Boone County for substance abuse and mental health services was estimated to be 30,441 cases (22.5 percent of Boone County's population of 135,454 persons in 2000). According to the *Boone County Mental Health Needs Assessment Report (2004)*, this number could be represented by any single or combination of disorders including an anxiety disorder, mood disorder, and an alcohol abuse disorder (2004, p. 11).

Program Assessment: Mental Health Counseling

At the Columbia Outpatient Clinic, 645 people received mental health counseling in FY 2003. In Table 2 below, the primary characteristics of this service population are outlined, which include: race, gender, age, presenting problems, and referral sources.

Table 2 Mental Health Counseling: FY 2003 Columbia Outpatient Clinic – Columbia/Boone County Residents Only		
Characteristic	Number of Clients	Percentage of Clients
Race		
White	461	71%
Non-white	184	29%
Gender		
Male	339	52%
Female	162	48%
Age		
Under 13	76	12%
13-18	78	12%
19-34	274	60%
35-44	122	19%
45-60	91	14%
Over 60	2	0%
Presenting Problems		
Marriage	135	27%
Family	143	29%
Stress	279	56%
Psychological	87	17%
Legal	134	27%
Financial	44	9%
Vocational	29	6%
Referral Source		
Self/Family/Friend	211	43%
Mental Health system	28	6%
Doctors/Hospitals	6	1%
Community Agency	82	17%
Court System	168	34%

Source: Family Counseling Center of Missouri, Inc.

Family Counseling Center has also taken the initiative to collect selected outcome measures via a survey instrument administered to outpatient clients. Survey results for the timeframe of October 1, 2003 through December 31, 2003 are presented in Table 3. Survey results indicate that most clients felt their treatment had been tailored to their specific needs, and that staff listened to them and were respectful. The majority of clients also felt their counseling was good or excellent in quality level, and that their participation in Family Counseling Center programs had improved their quality of life and ability to function on a daily basis.

Table 3				
Family Counseling Outcome Measures: Columbia Outpatient Clinic - Upon Discharge (10/01/2003 thru 12/31/2003)				
1. How long a time was it between the time you called for help and had your first appointment?				
1 to 5 days 30%	6 to 10 days 20%	11 to 20 days 16%	21 to 30 days 5%	Over 1 month 30%
2. Number of sessions you've attended?				
1 0%	2 to 5 7%	6 to 10 35%	11+ 59%	
3. Did you feel your treatment/therapy was individualized and designed to meet your specific needs?				
No, Definitely not 2%	No, I don't think so 9%	Yes, I think so 52%	Yes, Definitely 37%	
4. Did you feel respected and listened to by all staff?				
No, Definitely not 0%	No, I don't think so 0%	Yes, I think so 30%	Yes, Definitely 70%	
5. Did you find the facility to be clean and comfortable?				
No, Definitely not 0%	No, I don't think so 0%	Yes, I think so 30%	Yes, Definitely 70%	
6. Has your treatment/therapy increased your awareness of support systems available in the community?				
No, Definitely not 0%	No, I don't think so 4%	Yes, I think so 48%	Yes, Definitely 48%	
7. My individual therapy was:				
Poor 3%	Fair 0%	Good 31%	Excellent 66%	
8. My process group was:				
Poor 0%	Fair 3%	Good 50%	Excellent 47%	
9. The Educational Groups were?				
Poor 0%	Fair 11%	Good 46%	Excellent 43%	
10. In a general sense, how satisfied were you with the services you received?				
Quite Dissatisfied 2%	Mildly Dissatisfied 2%	Mildly Satisfied 31%	Very Satisfied 64%	
11. Has the quality of your life improved since beginning treatment/therapy?				
No, Definitely not 0%	No, I don't think so 11%	Yes, I think so 43%	Yes, Definitely 46%	
12. Since you began receiving services, your ability to function on a daily basis has...				
Gotten Worse 0%	Remained the Same 11%	Improved Somewhat 51%	Improved Greatly 38%	

Source: Family Counseling Center of Missouri, Inc.

Visual Representation

Figure 3 represents the estimated need for both substance abuse and mental health services in Boone County. This estimate was derived from the Boone County Mental Health Needs Assessment (2004) carried out by BHC, Inc. Separate estimates for mental health and substance abuse cases were not available. Thus, *Figure 3* indicates that for both categories the total number of potential cases in Boone County for 2003 was 30,441. Family Counseling Center served 581 adult alcohol and substance abuse cases, and 489 adult mental health cases, for a total of 1,070 adult cases. Therefore, total adult need met by Family Counseling Center in 2003 was about 4 percent.

Program: School-Age Counseling

Description of Services: Goals of the School-Age Counseling program have yet to be formally adopted. However, these outcome principles guide the program: resolution or improved ability to adapt to the problem for which the client sought counseling; decrease in disruptive behavior in school or home setting; improved performance in school; improved perception by client regarding satisfaction with his/her life; improved relationship with other family members; decrease in arrests, criminal and violent behavior; and cessation of use of alcohol or drugs, where that was a factor in seeking treatment.

Scope of the Problem: Not available at this time.

Program Assessment: School-Age Counseling

No output or outcome data is available from Family Counseling Center at this time. Note that in the future, School-Age Counseling program output data will be restricted due to the fact that clients are under 18 years of age, and because the public school system will not release data on children.

Synopsis:

- The target population for the Drug and Alcohol Counseling program, and the Mental Health Counseling program, is essentially anyone in need of these services, but primarily within the Boone County area.
- The Drug and Alcohol Counseling program served 622 cases (plus 3 individuals who are under age 13; 581 were adult cases) in 2003, thus meeting about 4 percent of the need in Boone County.
- The Mental Health Counseling program served 645, of whom 489 were adults.

- Based on calculations of adult need for both drug and alcohol abuse and mental health counseling, 1,070 adults were assisted by the Family Counseling Center, meeting about 4 percent of the need in Boone County.
- No information is available at this point in time on the School-Age Counseling program.
- *Need Indicators:* Estimated adult cases in need of drug and/or alcohol treatment in the central Missouri region; estimated adolescent cases in need of drug/alcohol treatment in the central Missouri region.

Comments and Observations:

- Family Counseling Center generally does not focus on persons with severe and persistent mental illness. However, as state-funded resources for this population increasingly diminish, Family Counseling Center is discovering that individuals with severe problems are increasingly entering their caseload.
- Family Counseling Center engages in extensive output data collection and has capable staff to conduct program evaluations.
- Family Counseling Center has taken strides to garner outcome data by administering survey instruments to its residential and outpatient clients. These instruments offer opportunities to improve on outcome monitoring in the future.

Best Practices:

Best practices related to mental health services tend to be focused on specific treatment programs and not on the broader aspects of program delivery or management issues. While it is beyond the scope of this evaluation to suggest diagnostic or treatment best practices, there are a few programmatic observations that can be made

(<http://www2.state.tn.us/health/A&D/bestpractice.pdf>, retrieved 10/22/04).

- **“Responsible screening:** Effective programs do more than just screen the client for a diagnostic classification. Screening and assessment provide opportunities to engage the client, identify problems, generate solutions, develop treatment plans, and determine optimal placement.
- **Individualized, targeted treatment:** In current alcohol and drug abuse treatment programs, the trend is toward using individualized, targeted treatment models to ensure access to quality treatment and conserve healthcare resources.

- **Appropriate assessment of children and adolescents:** It is perhaps more critical to conduct accurate and appropriate assessment of children and adolescents so that preventative and treatment services may be provided as early as possible.
- **Assessment and treatment are related activities:** A proper initial assessment should establish a positive, engaging relationship with the client, motivate the client to seek necessary services, and set a clear agenda for the treatment process. Once a client has entered treatment, the entire treatment team must continue to assess changes in the client's clinical status, revising the treatment plans as needed.
- **Case Management:** The continuum of care should include the availability of case management services when needed, either by client request or provider recommendation. Effective programs offer the client a package of health and social services that is individualized to meet a particular client's needs.
- **Cultural sensitivity:** Knowledge of ethnic concerns has a significant effect on establishing rapport, building a therapeutic relationship and in the delivery and acceptance of treatment. Cultural sensitivity should remain as a component of training for treatment professionals as a support for increasing identification with the client."

Best Practices Sources and Resources:

"Tennessee Alcohol and Drug Best Practices Guidelines." (2001, September). Retrieved October 22, 2004, from the Tennessee Department of Health, Bureau of Alcohol and Drug Abuse Services web site: <http://www2.state.tn.us/health/A&D/bestpractice.pdf>

Data Sources:

"Boone County Mental Health Needs Assessment." (2004, March 23). Submitted to the Boone County Mental Health Board of Trustees. Retrieved October 26, 2004, from the City of Columbia's web site:

http://www.showmeboone.com/MentalHealth/Mental%20Health%20Board%203_23.pdf

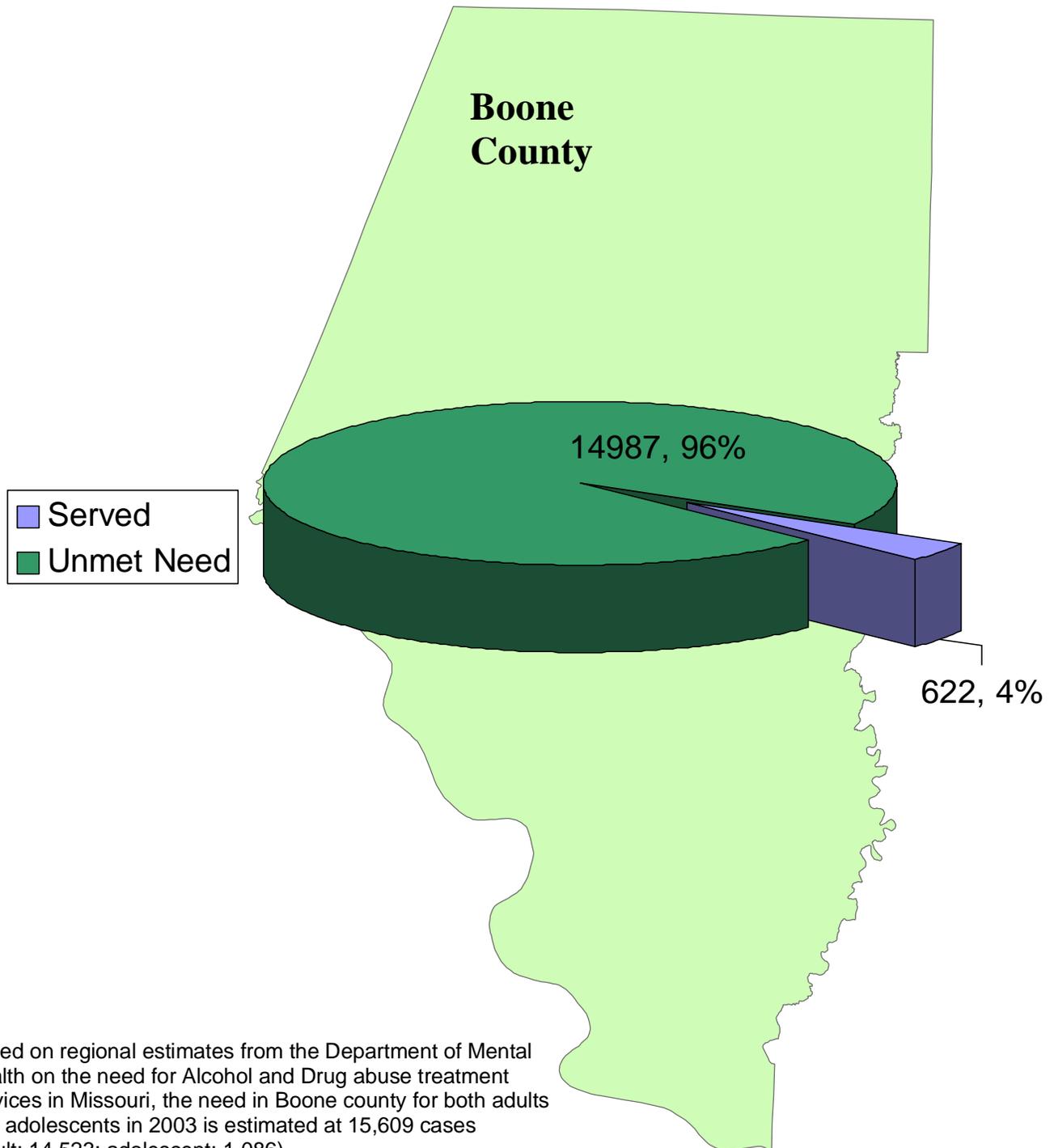
Family Counseling Center of Missouri, Inc. (2003). "Selected Outcome Measures for 2003."

"State of Missouri: State Treatment Needs Assessment Final Project Report." (2003, September). Retrieved October 26, 2004, from the Missouri Department of Mental Health, Division of Alcohol and Drug Abuse web site: <http://www.dmh.mo.gov/ada/rpts/finalrpt.pdf>

Figure 1

Family Counseling Center: Need for Alcohol and Drug Abuse Services

Total Need in Boone County



Based on regional estimates from the Department of Mental Health on the need for Alcohol and Drug abuse treatment services in Missouri, the need in Boone county for both adults and adolescents in 2003 is estimated at 15,609 cases (adult: 14,523; adolescent: 1,086).

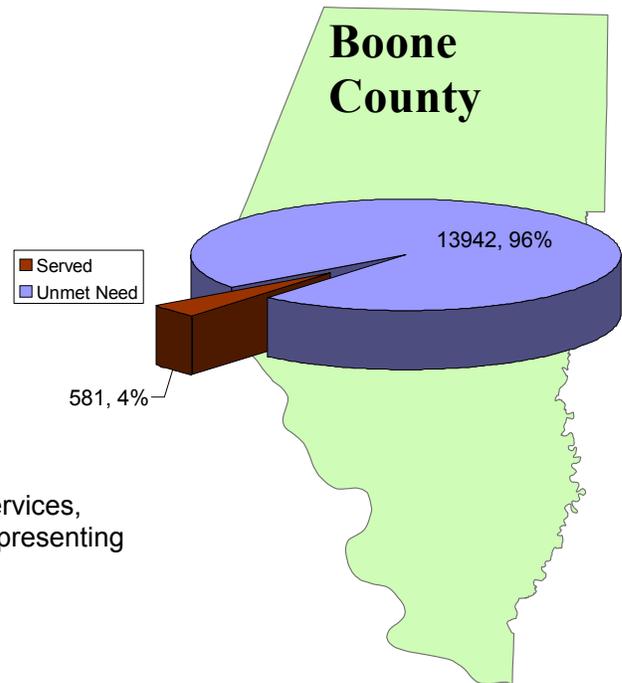
Family Counseling Center served approximately 622 of these cases in 2003, representing 4% of the need.

Datasource: Missouri Department of Mental Health

Figure 2

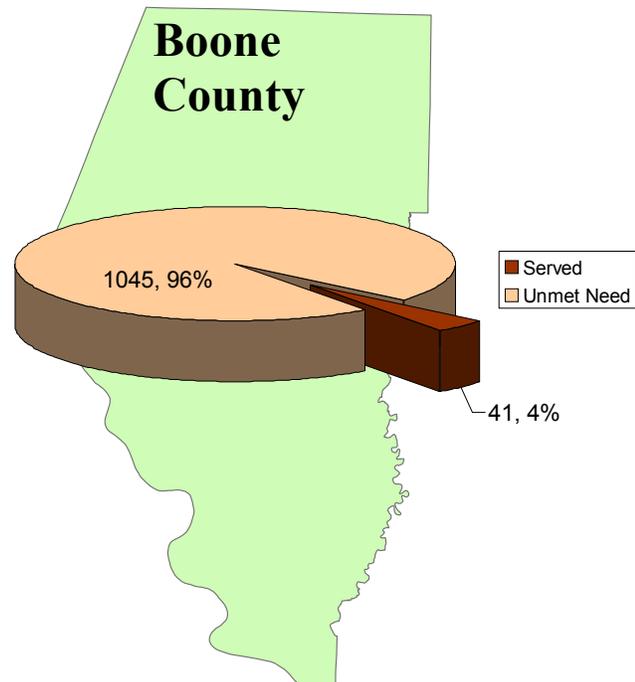
Family Counseling Center: Adult and Adolescent Need for Drug and Alcohol Abuse Services

Total Adult Need



Of the 14,523 adult cases potentially in need of services, 581 were served by Family Counseling Center, representing 4% of the Adult need.

Total Adolescent Need

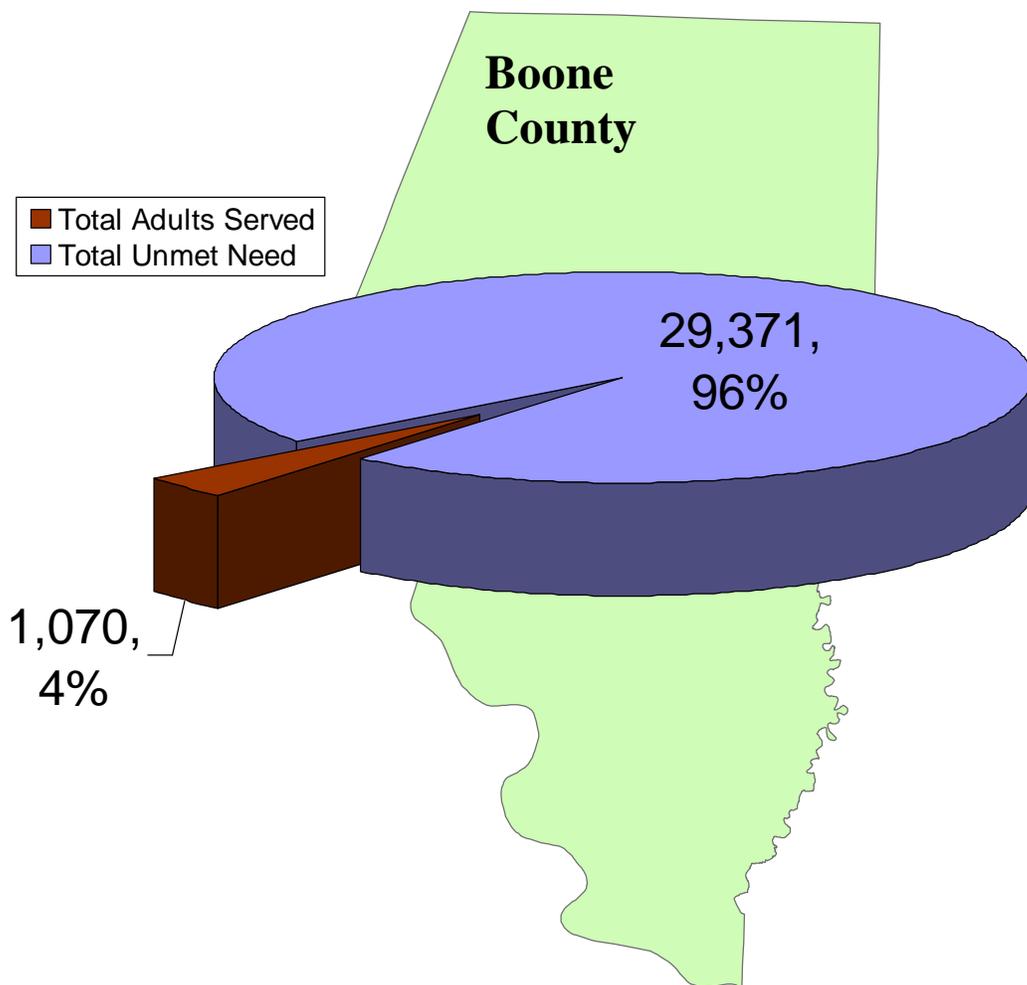


Similarly, of the 1,086 adolescents in Boone County potentially in need of treatment services, 41 were served by Family Counseling Center, representing 4% of the Adolescent need.

Figure 3

Family Counseling Center: Need for Substance Abuse and Mental Health Services

Total Need in Boone County



Based on estimates from the Boone County Mental Health Needs Assessment, 2004, the need in Boone county for both Substance Abuse and Mental Health Services was estimated at 30,441 cases.

Family Counseling Center served approximately 1,070 of these cases in 2003, representing 4% of the need.

Datasource: Boone County Mental Health Needs Assessment, 2004

Fun City Community Playground (Community Playground of Columbia, Inc.)*

Fun City Community Playground offers tutoring and mentoring programs for children ages 5 to 18 that focus on academic enrichment, civic responsibility, leadership development, and workforce readiness. Fun City programs also encourage artistic development and cultural awareness. To provide these types of service, Fun City Community Playground offers the Summer Youth Academy, Saturday Youth Academy, Parent Network and InterAct Teen-to-Teen Theater programs. In this evaluation, three of the four programs are assessed, those of: Summer Youth Academy, Saturday Youth Academy, and InterAct Teen-to-Teen Theater.

Organizational Vision

Fun City Community Playground is a family centered resource providing affordable, licensed childcare with the overarching goal to encourage the academic, socialization, and entrepreneurial development of urban youth.

Mission

Fun City Community Playground seeks to improve the quality of life for low-to-medium income families of Columbia by providing innovative, culturally rich educational programs that facilitate academic achievement, community involvement, and leadership development.

Program: Summer Youth Academy

Description of Services: The Summer Youth Academy is a licensed summer childcare and site-based youth mentoring academy serving 89 youth, ages 5 to 14, in low to middle income families within a two-mile radius of Frederick Douglass High School in Columbia's Ward 1 (three students come from Hallsville, MO). The 8-week summer program is offered at Frederick Douglass High School. An array of educational, recreational, and culturally inclusive activities are offered to encourage academic achievement, cultural awareness, and youth development.

Scope of the Problem: Approximately 87 percent of families in Boone County with children ages 5 to 14 have childcare needs (2002 Columbia Chamber of Commerce statistics).

Program: Saturday Youth Academy

Description of Services: The Saturday Youth Academy provides continued service to children who participated in the Summer Youth Academy. Each Saturday low to middle income children of Ward 1 (and new enrollees) participate in site based mentoring/tutoring that promotes academic and life skills development. Children participate in a variety of activities such as academic labs, tutoring, performing arts classes, field trips, and community service projects.

Scope of the Problem: Same as Summer Youth Academy

* In the future, Fun City Community Playground will be known as Community Playground of Columbia Inc./Fun City Youth Academy (CPCI/FCYA) per the Board's request.

Program: InterAct Teen-to-Teen Theater

Description of Services: InterAct Teen-to-Teen Theater is a group of teen and young adult peer educators, who develop and perform short, interactive plays to educate their peers about risky behaviors and to promote parent-teen communication.

Scope of the Problem: InterAct Teen-to-Teen Theater was created in response to the growing rate of teenage risky behaviors such as substance abuse problems, teenage pregnancy, and high school dropouts. A characterization of the at-risk youth population in Boone County is as follows:

- According to the Department of Mental Health's regional estimates for 2003, there are approximately 1,086 adolescent cases of alcohol and drug abuse in Boone County.
- The Columbia Public Schools high school drop out rate is 4.3% (Missouri Department of Elementary and Secondary Education, 2003). The Boone County high school drop out rate is 3.9% (Missouri Kids Count, 2003). Both figures are above the state of Missouri's high school drop out rate of 3.4% (MODESE, 2003; Missouri Kids Count, 2003).
- The Boone County rate of births to teens, ages 15-19 is 2.08%, while the overall state's rate is 4.4%. Boone County's rate is the 8th highest in the state (Missouri Kids Count, 2003).

Program Assessment: Summer Youth Academy, Saturday Youth Academy, and InterAct Teen-to-Teen Theater

Table 1, on the preceding page, details the student demographics of the 2003 participants of the Summer Youth Academy. Table 1 shows a large percentage of children participating in Fun City activities are African American females who reside in female-headed households. The majority of these children range in age from 10 to 12 years old (54 percent), with 8 year-old children constituting 12 percent of the client population and 13 year-old children composing 13 percent of the client population.

Limited program information is available for the Saturday Youth Academy and the InterAct Teen-to-Teen Theater program. Fun City does report, however, that in 2003 there were 63 children who participated in the Saturday Youth Academy, and 8 teens performed in the theater program. Also, the InterAct Teen-to-Teen Theater performed plays for a total audience count of 2,500 people.

Table 1 Summer Youth Academy: Student Demographics (2003)	
Characteristic	Percentage
Gender:	
Male	32%
Female	68%
Race:	
African-American	84%
Caucasian	10%
Hispanic	3%
Other	3%
Who Fun City children live with:	
Mother only	45%
Mother/Father	23%
Mother/Stepfather	8%
Father only	5%
Mother/Grandparents	5%
Grandparents	4%
Guardian	4%
Aunt/uncle	1%
Blank	5%
Age:	
6	1%
7	4%
8	12%
9	10%
10	16%
11	22%
12	16%
13	13%
14	6%

Source: Fun City Community Playground

Visual Representation

Map 1 represents the City of Columbia, Missouri, the location of Frederick Douglass High School, and a two-mile radius located around Douglass High School. The color-coding signifies the number of low income children ages 5 to 8 within the two-mile radius. The highest concentrations of young children are located in the block groups just west of Douglass High School and along and to the north of Interstate 70.

Figure 1 shows the extent to which Fun City programs served low income children ages 5 to 18 within the two-mile radius. Out of the target population of 1,517 low income children,

the Summer Youth Academy program served 89 children in 2003, thus meeting about 6 percent of the need in the target population area. Of the 89 children served by the Summer Youth program, about half or 45 children live in single parent households (total of 463 children who live in single parent homes within Fun City's service area). Thus, Fun City met about 10 percent of the potential need of children who live with single parents. The Saturday Youth Academy served 63 children, constituting about 4 percent of the target population need (or 1,517 low income children in service area).

Synopsis:

- In 2003, Fun City Community Playground served 152 children ages 5 to 18.
- The Summer Youth Academy served 89 children, or 6 percent of the target population need.
- The Summer Youth Academy served about 10 percent of those children living in single parent homes within the two mile radius that is Fun City's service area.
- The Saturday Youth Academy served 63 students, or about 4 percent of the target population need.
- The InterAct Teen-to-Teen Theater involved 8 participants and performed plays for a total audience count of 2,500 (2,149 audience members in Columbia, MO).

Comments and Observations:

- Fun City has purchased a house in Columbia, MO that will serve as the future site of the Infant and Toddler Child Care Center and administrative offices. Current programs (Summer Youth Academy, Saturday Youth Academy, and InterAct Teen-to-Teen Theater) will not be housed at this location.
- The Infant and Toddler Child Care Center program will be added to Fun City activities in the future. This additional program may place a strain on current resources.
- Fun City has hired an interim executive director.

Best Practices:

After-School programs are sponsored and administered by a wide array of organizations. These types of programs vary in terms of their philosophy, goals, and programming. However, these programs have in common a tradition of providing safe places for children to have fun.

Some programs focus on academics, while others center on enrichment, providing children with opportunities to develop skills and interests in activities such as dance, music, science, or arts and crafts. Some programs pursue multiple goals and offer an assortment of activities (www.ericfacility.net/databases/ERIC_Digests/ed458010.html, retrieved 10/20/04). Best practices associated with these types of programs include:

- **“Positive emotional climate:** Effective programs addressing the needs of children from high-risk backgrounds are devoid of harsh, punitive, controlling adult supervision.
- **Needs of older children:** The changing needs and interests of older elementary school children need to be considered in programming.
- **Activity choices:** Attempts to improve a child’s school performance will not necessarily be attained by extending the school day with traditional classroom lessons and routines. Giving children opportunities to enhance their learning experiences through activity choices, enrichment activities, and socialization with peers have proven successful.
- **Trained staff:** Trained staff feels confident in working with children from different cultures or with children who have special challenges such as attention deficit disorder or physical disabilities. Staffs who are properly trained are more likely to be retained by the organization, and thus a more stable environment for children is achieved.
- **Involvement of stakeholders:** Effective programs seek feedback from parents, children, and youth, either through focus groups or formal evaluations.
- **Appreciation for diverse cultures and families:** Successful programs employ individuals who reflect the same diversity as that of program families. Cultural competency training for staff helps them to understand how their own culture affects their view of the world.”

Best Practices Sources and Resources:

Shumow, Lee. (2001, November). “Academic Effects of After-School Programs. ERIC Digest.” RERIC Clearinghouse on Elementary and Early Childhood Education Champaign IL. Retrieved October 20, 2004, from http://www.ericfacility.net/databases/ERIC_Digests/ed458010.html

“Promising Practice: Reducing Staff Turnover in Programs.” Retrieved October 20, 2004 from the Promising Practices in After-school web site: <http://www.afterschool.org/search/online/story.cfm?submissionID=255>

Data Sources:

“Annual Dropout Rate 2000-2004.” (2004). Retrieved January 6, 2004 from the Missouri Department of Elementary and Secondary Education website:
<http://dese.mo.gov/schooldata/four/010093/droptone.html>

Fun City Community Playground. (2003). “Selected Outcome Measures for 2003.”

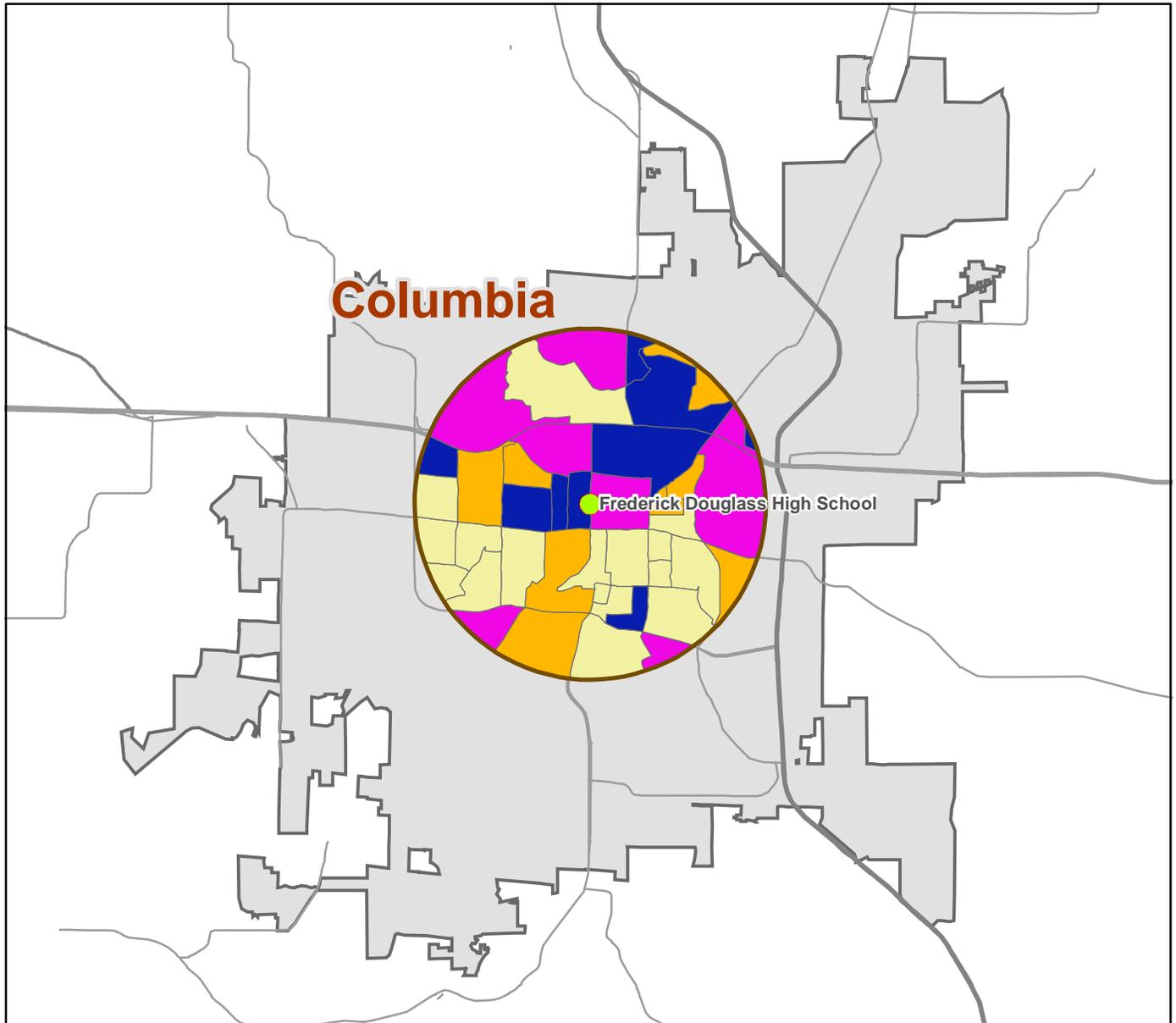
Kids Count Missouri. “Missouri Kids Count 2003.” Retrieved October 25, 2004, from the University of Missouri, Office of Social and Economic Data Analysis web site:
<http://www.oseda.missouri.edu/kidscount/03/>

“State of Missouri: State Treatment Needs Assessment Final Project Report.” (2003, September). Retrieved October 26, 2004, from the Missouri Department of Mental Health, Division of Alcohol and Drug Abuse web site: <http://www.dmh.mo.gov/ada/rpts/finalrpt.pdf>

United States Census Bureau.(2000). Retrieved November 9, 2004, from <http://www.census.gov>

Map 1

Fun City - Geographic Service Area (2 mile radius) Low Income Population Ages 5-18



Datasource: U.S. Bureau of the Census, 2000

Two Mile Radius Surrounding Douglas HS

Block Group Distribution: Number of Low Income Children Ages 5-18

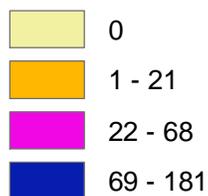
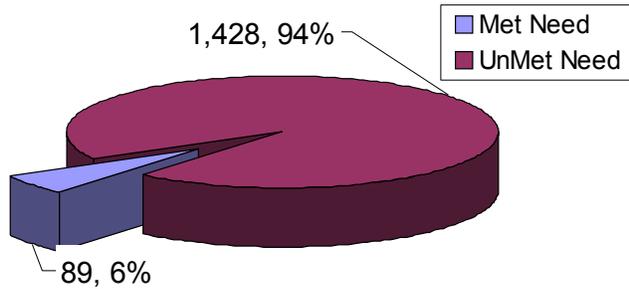


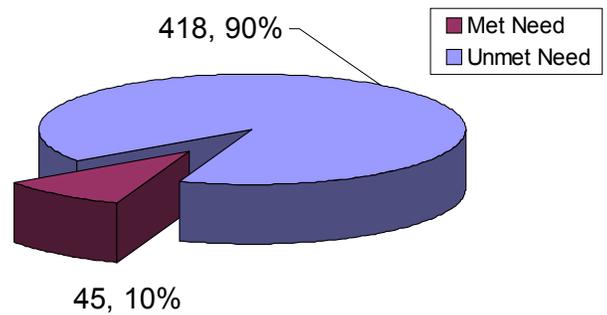
Figure 1

Fun City - Youth Programs Low Income Population Age 5-18

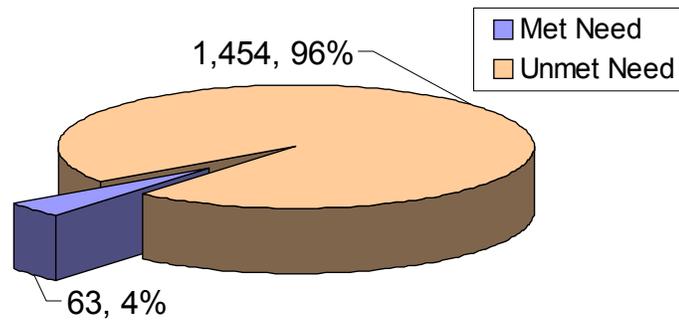
Summer Youth Academy: 5-18



**Summer Youth Academy:
of Single Parent Homes**



Saturday Youth Academy: 5-18



Summer Youth Academy		
Children Age 5-18	1,517	100.0%
Met Need	89	5.9%
UnMet Need	1,428	94.1%
Children Age 5-18 of Single Parent Families		
Met Need	45	9.7%
Unmet Need	418	90.3%

Saturday Youth Academy		
Children Age 5-18	1,517	100.0%
Met Need	63	4.2%
Unmet Need	1,454	95.8%

Datasource: U.S. Bureau of the Census, 200

Mid-Missouri Legal Services

Mid-Missouri Legal Services Corporation is one of four legal aid programs in the State of Missouri offering free legal services in civil matters to poor people in 11 central Missouri counties. Mid-Missouri Legal Services Corporation administers the Break the Cycle of Violence Program.

Organizational Vision

Mid-Missouri Legal Services Corporation views the ultimate goal of legal services to create opportunity for clients of its services to participate fully in society and the choices it offers. As part of that goal, clients must have access to justice to facilitate their ability to take advantage of the opportunities society offers by removing impediments and supporting their legal rights.

Mission

We, the staff and board of directors of Mid-Missouri Legal Services Corporation, are committed to achieving full access to justice in civil matter for central Missourians who cannot afford it, men, women, children, disabled, blind, old rural, urban, of all ethnic backgrounds, lineage and religious beliefs by providing legal services ranging from advice, brief services, to representation in court and administrative hearings. Our goal is to ensure the lack of personal finances, the remoteness of location, the institutional situations, and the encumbrances of poverty do not preclude anyone to their right to have redress of serious legal matters.

Program: Break the Cycle of Violence

Description of Services: Break the Cycle of Violence provides legal assistance to victims of abuse by working to obtain a restraining order and/or a permanent order ending the relationship to help prevent immediate and future abuse to the victim. This program serves the residents of the City of Columbia and Boone County.

Scope of the Problem: Mid-Missouri Legal Services Corporation's services are aimed at economically disadvantaged persons. In their service region of Boone County,

- 29,725 persons are living below poverty or up to 150% poverty (U.S. Census Bureau, 2000),
- 18,366 persons are living below 100% poverty (U.S. Census Bureau, 2000),
- 13,224 (72%) of persons at 100% poverty below are white; 3,490 (19%) of persons are African Americans (U.S. Census Bureau, 2000),
- 1,123 reported cases of domestic violence (Chalfant, 2004).

Program Assessment: Break the Cycle of Violence

Mid-Missouri Legal Services contracted with the City of Columbia, Missouri in 2003 to provide 961 units of service (hours of attorney time). In actuality, the agency provided 1,071 hours of attorney time and served 301 individuals within a service region consisting of five zip codes in the City of Columbia. As indicated in Table 1, the Break the Cycle of Violence program in 2003 primarily served Caucasian women across a wide range of ages (from age 18 to age 59). Most of these women were married and seeking legal assistance to end the relationship with their spouse. Of all those individuals who were married, 79 percent had 2 or fewer children, 14 percent had three children, and 7 percent had four children. Of those individuals who were single, 87 percent had two or fewer children and 13 percent had three to four children. Persons served by the Break the Cycle of Violence program frequently reside in the 65202 zip code area in the City of Columbia.

Table 1	
Break the Cycle of Violence: Client Characteristics	
Race	
White	78%
Black	16%
Other	6%
Gender	
Male	8%
Female	92%
Ages	
18-59	97%
60 and over	2%
Less than 18	1%
Marital Status	
Married	69%
Divorced	9%
Single	22%
Location	
65202	46%
65203	23%
65201	15%
65205	11%
65240	3%
65255	2%
Total Clients Served (2003)	301

Source: Mid-Missouri Legal Services Corporation

Visual Representation

Figure 1 represents the primary service area of the Break the Cycle of Violence program. Mid-Missouri Legal Services reported the number of clients they served by zip code, who were either married or unmarried, and whether or not they had children. These data were compared to census data of impoverished persons (as defined by the U.S. Census Bureau) in these zip code areas possessing the same characteristics (married or not; children or no children). *Figure 1* illustrates the census data by zip code, and within each zip code the pie chart indicates the relative distribution of impoverished persons living in that area with the characteristics listed in the legend. This graph represents the potential need for the Break the Cycle of Violence program within each zip code area.

As a follow up, *Figure 2* shows in each zip code area the type of case served by the Break the Cycle of Violence program. Notice the 65202 zip code area exhibits the most varied types of cases. When considering all five zip code areas, the most common type of case handled by Mid-Missouri Legal Services via the Break the Cycle of Violence program was divorce, followed by spousal abuse, custody issues, and paternity issues. *Figure 3* depicts the number and percentage of individuals served by zip code and by the type of case. *Figure 3* indicates that the largest number of clients reside in the 65202 zip code area (56.5 percent of all cases served).

Figure 4 presents the percent of need met by the Break the Cycle of Violence program, as well as the remaining need. Within the five zip code area, there were an estimated 429 impoverished persons, married with children, of who 45 sought services from Mid-Missouri Legal Services. It is estimated that the Break the Cycle of Violence program served 10.6 percent of that need. Of the estimated 1,410 individuals in the service area who were impoverished, and who were single with children, 24 or 1.7 percent were served by the Break the Cycle of Violence program in 2003. In sum, the program meets 16.5 percent of the legal needs of the target population, with a remaining unmet need of 83.5 percent.

Synopsis:

- The Break the Cycle of Violence program provides legal assistance to victims of abuse by working to obtain a restraining order and/or permanent order ending the relationship to prevent future abuse.
- Mid-Missouri Legal Services provided 1,071 hours of attorney time and served 301 clients in 2003.
- The Break the Cycle of Violence program primarily serves Caucasian women ages 18 to 59, most of whom had two or fewer children.
- About 56 percent of the clients served by Break the Cycle of Violence program reside in the 65202 zip code area.
- The most common type of case was divorce, followed in frequency by spousal abuse, custody issues, and paternity issues.

- The Break the Cycle of Violence program meets 16.5 percent of the potential legal needs of impoverished persons in the five zip code area.
- *Need Indicators:* Impoverished status; marital status; family status, zip code area.

Comments and Observations:

- Notes on clients are taken throughout the intake process and information is placed into a database.
- Mid-Missouri Legal Services appears to have extensive experience with collecting output measures.
- Mid-Missouri Legal Services is required to report output measures to their primary funding agency, the Legal Services Corporation.
- Mid-Missouri Legal Services has difficulty capturing the long-term effects of their Break the Cycle of Violence program since clients are often difficult to locate and track after services are completed.
- Long-range goal is to develop a client survey and better mechanisms for tracking individuals. One option may be a yearly focus group to obtain client experiences and benefits from the program.
- Mid-Missouri Legal Service may be affected by the recent trend in the State of Missouri to consolidate legal aid service sites.

Best Practices:

According to a recent study prepared for the McKnight Foundation, “programs that utilize the following practices have proven especially effective in serving the needs of low-income women, particularly women who are immersed in family violence (Curry, 2002: 4-7):

- **“Elimination of barriers:** Effective programs are easily accessed and providers use multiple methods for reaching women. As one strategy, legal aid offices open branch office locations to reach traditionally underserved rural populations.
- **Collaborative, cross-system approach:** The most effective legal service programs involve collaboration. A team based delivery structure involving shelter staff, domestic violence advocates and community groups, social workers, tribal representatives, volunteer attorneys and law students, family and juvenile court personnel, and state and county agencies.

- **Holistic services:** To uncover the various problems faced by battered women, attorneys have developed a legal “checklist” to use with domestic abuse victims. This allows service providers to identify barriers and address needs by using legal staff, volunteer attorneys, and other social service providers.
- **Interdisciplinary staffing:** Effective programs reorganize staff in an interdisciplinary fashion, cross-training their attorneys and program staff in family law and domestic violence issues. Legal service providers have recognized the importance of training their entire staff to understand and sensitively address domestic violence matters.
- **Multilevel or vertically integrated service delivery:** Effective legal service programs for low-income women, particularly battered women, are vertically integrated, meaning that programs function simultaneously at different levels of action. Legal services would thus include the provision of critical legal services, but also community education and outreach, research on abusive relationships, policy advocacy, and networking activities, and collaborative efforts.”

Best Practices Sources and Resources:

Curry, Susan J. (2002). “Lessons Learned From the Legal Services for Women Initiative.” Retrieved October 14, 2004, from <http://www.mcknight.org/cfc/lab.aspx>

“The Changing Face of Legal Practice: Twenty-Six Recommendations from the Baltimore Conference: A National Conference on “Unbundled” Legal Services October 2000.” (2002, January). *Family Court Review* 40(26).

St. Joan, Jacqueline. (Spring 2001). “Building Bridges, Building Walls: Collaboration Between Lawyers and Social Workers in a Domestic Violence Clinic.” *7 Clinical Law Review* 403.

Kelly, Robert. (2001). “Family Preservation and Reunification Programs in Child Protection Cases: Effectiveness, Best Practices, and Implications for Legal Representativeness, Judicial Practice, and Public Policy.” *Violence and Abuse Abstracts* 7(4): 259-371.

Schechter, Susan. (2000). “Expanding Solutions for Domestic Violence and Poverty: What Battered Women with Abused Children Need From Their Advocates.” *National Resource Center on Domestic Violence*. Retrieved October 14, 2004, from <http://www.vaw.umn.edu/FinalDocuments/expandin.asp>

Data Sources:

Chalfant, Michelle. (2004, March 15). “State aims to stop violence against women.” *Columbia Missourian*. Retrieved June 25, 2004, from: <http://www.jour.missouri.edu/missourianarchives>

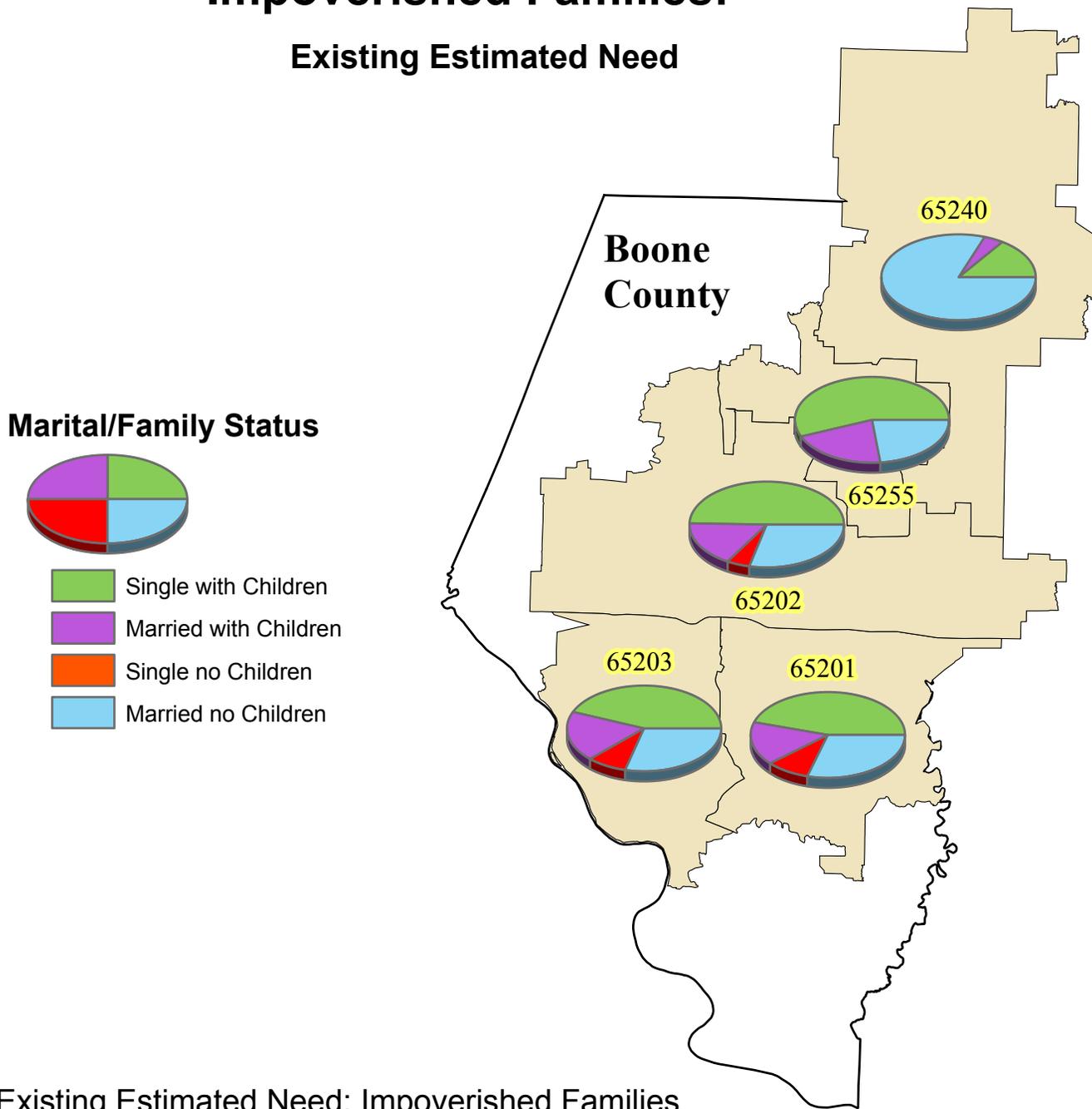
Mid-Missouri Legal Services. (2003). “Selected Outcome Measures for 2003.”

United States Census Bureau.(2000). Retrieved November 9, 2004, from <http://www.census.gov>

Figure 1

Mid-Missouri Legal Services Impoverished Families:

Existing Estimated Need



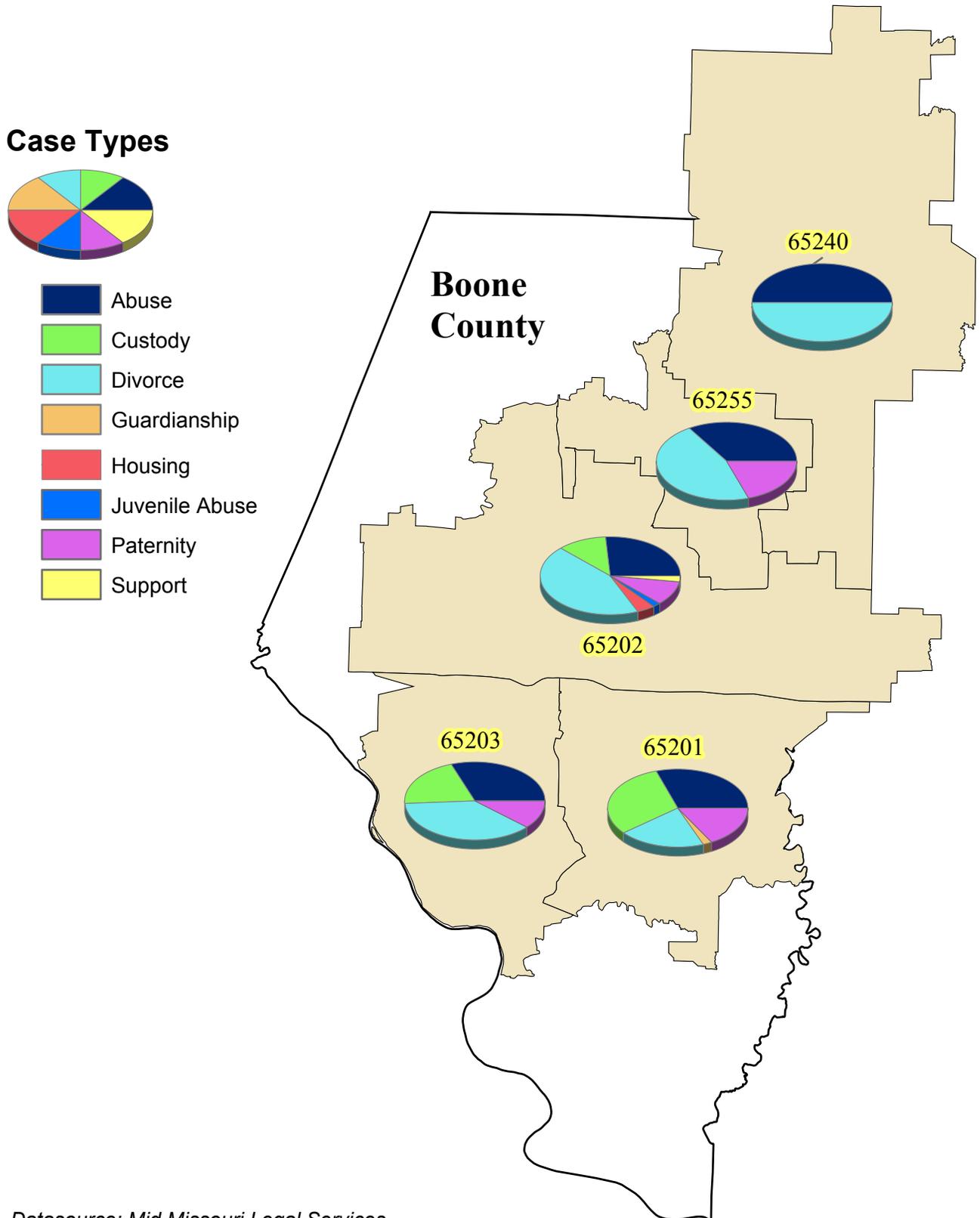
Existing Estimated Need: Impoverished Families

ZIP Code	Single with Children	Married with Children	Single no Children	Married no Children	Total
65201	46.5%	12.6%	10.1%	30.8%	100%
65202	49.7%	14.5%	5.9%	29.9%	100%
65203	45.3%	14.8%	9.5%	30.4%	100%
65240	12.9%	4.8%	--	82.3%	100%
65255	54.7%	22.6%	--	22.7%	100%

* According to the 2000 Census, poverty status is roughly defined as annual household income around \$13,000 - \$14,000 or below.

Figure 2

Mid-Missouri Legal Services: Persons Assisted by Type of Case

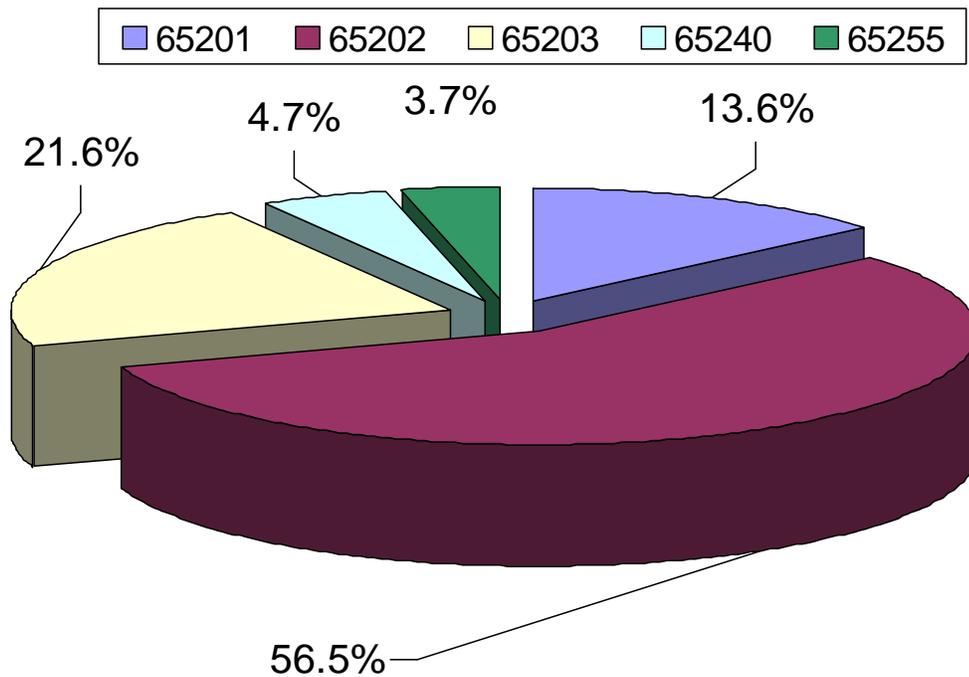


Datasource: Mid Missouri Legal Services

Figure 3

Mid-Missouri Legal Services Percent of Persons Assisted by Type of Case

Percent of Cases by Zip Code



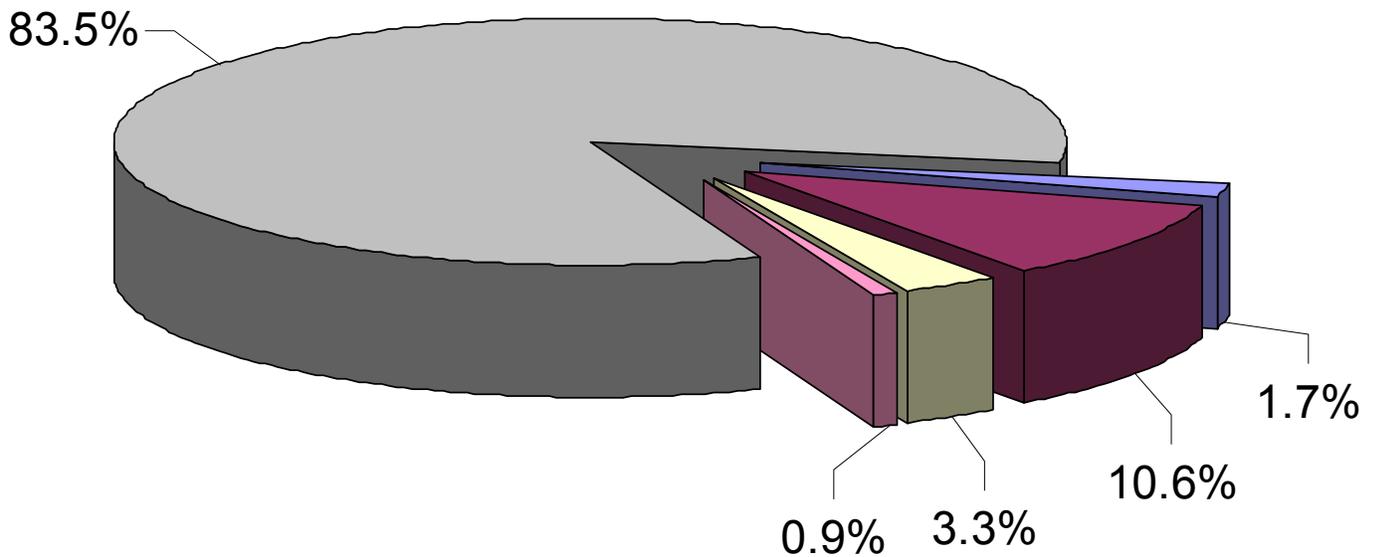
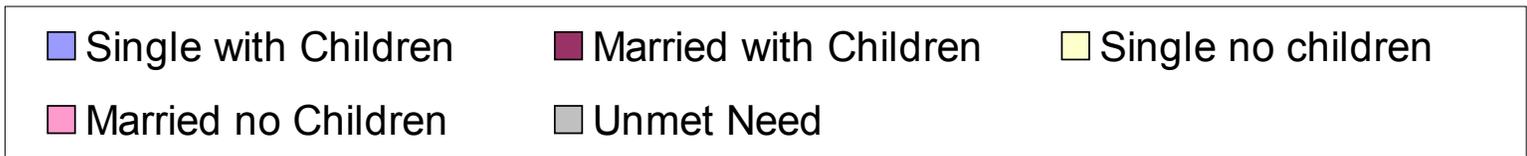
ZIP Code	Number of Persons	Abuse	Custody	Divorce	Guardianship	Housing	Juvenile Abuse	Paternity	Support	Total
65201	41	31.7%	26.8%	24.4%	2.4%	--	--	14.6%	--	100.0%
65202	170	26.5%	13.5%	43.5%	--	4.7%	1.8%	8.2%	1.8%	100.0%
65203	65	32.3%	18.5%	40.0%	--	--	--	9.2%	--	100.0%
65240	14	50.0%	--	50.0%	--	--	--	--	--	100.0%
65255	11	36.4%	--	45.5%	--	--	--	18.2%	--	100.0%
Total	301									

Datasource: Mid Missouri Legal Services

Figure 4

Mid-Missouri Legal Services Impoverished Families: Existing Estimated Need

Need Met by Mid-Missouri Legal Services



Demographic Served	Served by Mid Missouri Legal Services	Total Estimated Need*	Percent
Single with Children	24	1,410	1.7%
Single with no children	8	243	3.3%
Married with Children	45	429	10.6%
Married with no Children	9	1,009	0.9%
Unmet Need		3,004	83.5%
Total Need		6,095	100.0%

* Need estimate based on poverty estimates by the U.S. Census Bureau, 2000

Phoenix Programs

Phoenix Programs offer a variety of treatment options for individuals and families with addictions, on both an inpatient and outpatient basis. In operation for 30 years, Phoenix Programs operates on a continuum care model to help clients progress through treatment and recovery. Specifically, Phoenix Programs offer residential services for men, outpatient services for both men and women, services for youth and families, and a recovery home for men. This evaluation will address the following two programs: 1) Outpatient Services and 2) Residential/Social Setting Detoxification Service.

Organizational Vision

Phoenix Program's vision requires a facility that will centralize all staff in one location to provide the continuum of services our community needs to treat addictions.

Mission

The mission of Phoenix Programs is to reduce the adverse effects of alcoholism and other drug addiction in our families and our community by providing treatment, support and educational services.

Purpose

Phoenix Program's purpose is to restore dignity and respect to persons who have experienced significant losses as a result of an addiction in order to return a productive and responsible person to the community.

Program: Outpatient Services

Description of Services: Phoenix Programs' outpatient services include: partial day treatment; individual, couples and family counseling; family groups; compulsive gambling counseling; court assistance programs; and clinical intervention programs. These services target chemically-dependent adult women needing outpatient assistance; individuals with substance abuse dependency; individuals with compulsive gambling problems; and people who have received legal violations for driving while intoxicated.

Scope of the Problem: According to the Missouri Department of Mental Health 2004 Status Report for Boone County, 1,409 people were admitted to programs for substance dependency/abuse treatment, and 8 people were admitted to programs for compulsive gambling treatment. In addition, in 2003 there were 1,028 reported Driving While under the Influence cases in Boone County.

Program: Residential/Social Setting Detoxification

Description of Services: At the Social Setting Detoxification unit of the Phoenix House residential facility, emergency treatment is provided 24 hours a day, 7 days a week, to men with alcohol and drug additions. The service aims to stabilize the men for ongoing treatment service.

Scope of the Problem: In Boone County there are a reported 14,523 adult cases of alcohol and drug abuse (Boone County Mental Health Needs Assessment, 2003).

Program Assessment: Outpatient and Residential/Social Setting Detoxification Programs

In 2003, Phoenix Programs served a total of 1,323 clients. In their outpatient services, they treated 749 individuals. Of the outpatient clients served, 494 (66%) were treated for alcohol/substance abuse related issues. The other 255 clients served were the family members of persons receiving treatment. In the Social Setting Detoxification Program, they served 259 clients. Of those treated in the residential programs, approximately 25% were homeless at admission.

The average age of the client population of Phoenix Programs was 33 years old. The primary drug problem treated was alcohol, with 49 percent listing alcohol as their primary drug problem. About 26 percent of Phoenix clients have less than a high school education and about 70 percent report they are parents. The majority of Phoenix Programs' clients are Boone County residents (87 percent) and the other 11 percent of clients are from contiguous counties. Table 1 below summarizes the racial composition of the client population for Phoenix Programs:

Characteristic	Percentage
Race	
White	68%
African-American	29%
Other	3%

Source: Phoenix Programs

In a 2003 survey of 54 Phoenix clients, 75 percent indicated that they had undergone prior treatment. Of those clients who indicated they had received prior treatment, 65 percent ranked Phoenix Programs as superior to other treatments they had received. Also, of the 54 clients surveyed, none ranked Phoenix services as inferior. About 85 percent of clients surveyed felt Phoenix Programs helped them abstain from alcohol and/or drugs. When 54 clients were contacted and asked whether they had used alcohol or drugs "in the past 30 days" 7 respondents answered yes, and 47 respondents or 87 percent answered they had not used alcohol or drugs in the past 30 days.

Visual Representation

Figure 1 reveals that 14,523 adult individuals are potentially in need of drug and alcohol counseling services, as estimated by the Boone County Mental Health Needs Assessment 2004 (BHC). Phoenix Outpatient services program served 494 adult drug and alcohol cases in 2003, and the Residential detoxification program served 259 adult cases (of which 123 were homeless males). Together, the two programs served 753 adult drug and alcohol cases in 2003, or about 5 percent of the total need.

Figure 2 uses data generated by the Gould study on homelessness in Missouri (2002). According to the report, there were an estimated 1,479 homeless males in Boone County in 2002. Phoenix reported having served 123 homeless males in its Residential Social Setting Detoxification Program during 2003. Consequently, it is estimated that the residential program met about 8 percent of the potential need of the homeless population in Boone County.

Synopsis:

- In 2003, Phoenix Programs served 1,323 clients. Of those clients, 749 individuals were served by Outpatient Services (of which 494 cases were alcohol and substance abuse); 259 cases were served by the Residential Social Setting Detoxification Program; and 315 cases served by other programs (for a total of 1,323 clients).
- Phoenix's Outpatient program served 749 cases, and the Residential Social Setting Detoxification Program served 259 cases.
- Combined Drug and Alcohol Substance abuse cases for Outpatient and Residential programs totaled 753 cases.
- Of the potential need for drug and alcohol counseling, Phoenix programs met about 5 percent of that need.
- The Residential Social Setting Detoxification program served 123 homeless men, thus meeting about 8 percent of the need of this population.

Comments and Observations:

- Phoenix Programs' Residential Care is affected by a Department of Mental Health regulation that states residential care may not exceed a maximum of 21 days for treatment. However, for persons with co-occurring disorders and for those detoxing from methamphetamines this period is insufficient. In these cases, ways to lengthen treatment time and provide proper case management, including housing support, are needed.

- Phoenix Programs currently provide treatment to families with a person experiencing a treatment disorder, but very few treatment options exist for youth with substance abuse problems; an increasing need in the Columbia area.
- Phoenix Programs' has received federal funding to serve homeless persons with co-occurring disorders. Often, these individuals are on Medicaid or may qualify for Medicaid. The state of Missouri does not have sufficient funds to match federal Medicaid funding, which may place constraints on Phoenix Programs' ability to service this population.

Best Practices:

Programs recognized for providing effective substance abuse treatment for homeless people (<http://www.nhchc.org/Advocacy/FactSheets/CA05RCasestudies-FINAL5.pdf>, retrieved 10/18/04) were found to have the following characteristics:

- **“Treatment in the context of the environment:** Successful programs emphasized that a homeless person's substance-related issues cannot be treated without addressing the needs of the whole person in the context of his/her environment.
- **Comprehensive services:** A continuum of comprehensive services is needed to address people's various safety, health, social and material needs.
- **Stable housing:** Effective programs often recognize that stable housing is central to attaining treatment success, and that an inadequate supply of affordable housing is one of the most significant gaps in the substance abuse treatment system.
- **Integrated care by means of interdisciplinary teams:** Effective programs treat the individual via interdisciplinary teams typically made up of medical, mental health, substance use, and social service providers.
- **Concurrent services:** Services tend to be offered concurrently rather than sequentially or in a parallel manner.
- **Client-centered:** Successful programs identified client-centered care as a hallmark characteristic of effective treatment of substance related disorders for the homeless.
- **Culturally appropriate services:** Drug/alcohol clients often experience chronic poverty conditions, homelessness, multiple health-related issues, and a lack of access to need resources and social supports. Successful programs address the needs of at-risk and high-needs populations. Effective programs also provide services that are culturally appropriate to various subgroups of patients.

- **Integration of data collection with service provision:** One method for collecting these data has been the design of a clinical record assessment tool which provides data which is valuable to both the evaluation effort and to the services being offered; that is, the evaluation is built into the program itself, not as an add-on.”

Best Practices Sources and Resources:

Kraybill, Ken and Zerger, Suzanne. (2003, August). “Providing Treatment for Homeless People with Substance Use Disorders: Case Studies of Six Programs.” Retrieved October 18, 2004, from the National Healthcare for the Homeless Council web site:

<http://www.nhchc.org/Advocacy/FactSheets/CA05RCaseStudies-FINAL5.pdf>

Data Sources:

“Boone County Mental Health Needs Assessment.” (2004, March 23). Submitted to the Boone County Mental Health Board of Trustees. Retrieved October 26, 2004, from the City of Columbia’s web site:

http://www.showmeboone.com/MentalHealth/Mental%20Health%20Board%203_23.pdf

Gould, T. (2002). “Homelessness in Missouri: The Rising Tide.” The Missouri Association for Social Welfare, Task Force on Affordable Housing and Homelessness.

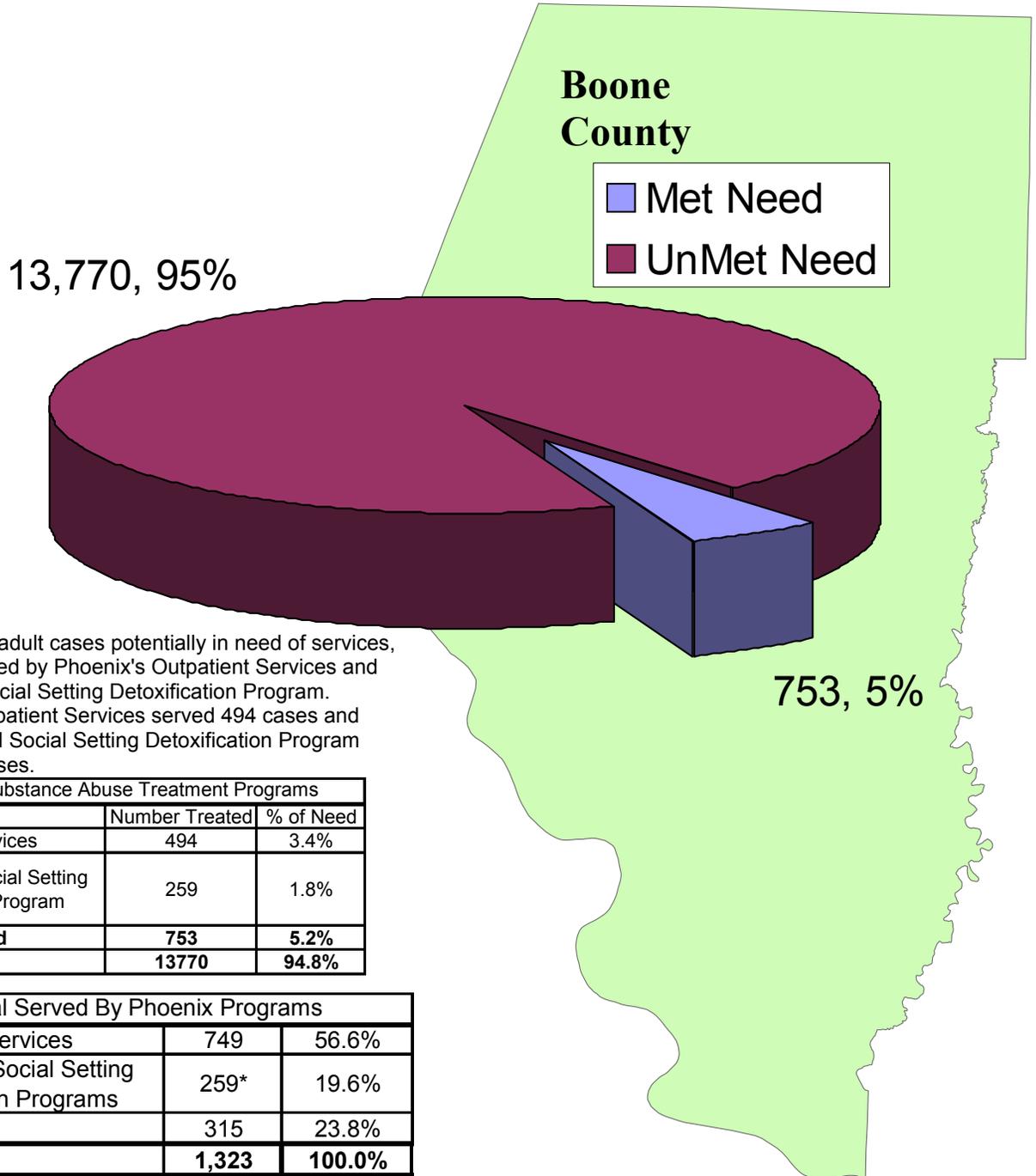
Phoenix Programs. (2003). “Selected Outcome Measures for 2003.”

“Status Report on Missouri's Alcohol and Drug Abuse Problems: Boone County.” (2004, April). Retrieved November 1, 2004, from the Missouri Department of Mental Health, Division of Alcohol and Drug Abuse web site: <http://www.dmh.missouri.gov/ada/rpts/status04/128.pdf>

Figure 1

Phoenix Outpatient Services and Residential Social Setting Detoxification Programs: Need for Alcohol and Drug Abuse Services

Alcohol and Substance Abuse Treatment Need



Of the 14,523 adult cases potentially in need of services, 753 were served by Phoenix's Outpatient Services and Residential Social Setting Detoxification Program. Phoenix's Outpatient Services served 494 cases and the Residential Social Setting Detoxification Program served 259 cases.

Alcohol/Substance Abuse Treatment Programs		
Program	Number Treated	% of Need
Outpatient Services	494	3.4%
Residential Social Setting Detoxification Program	259	1.8%
Total Met Need	753	5.2%
UnMet Need	13770	94.8%

Total Served By Phoenix Programs		
Program	Number Served	% of Total Served
Outpatient Services	749	56.6%
Residential Social Setting Detoxification Programs	259*	19.6%
Other	315	23.8%
Total	1,323	100.0%

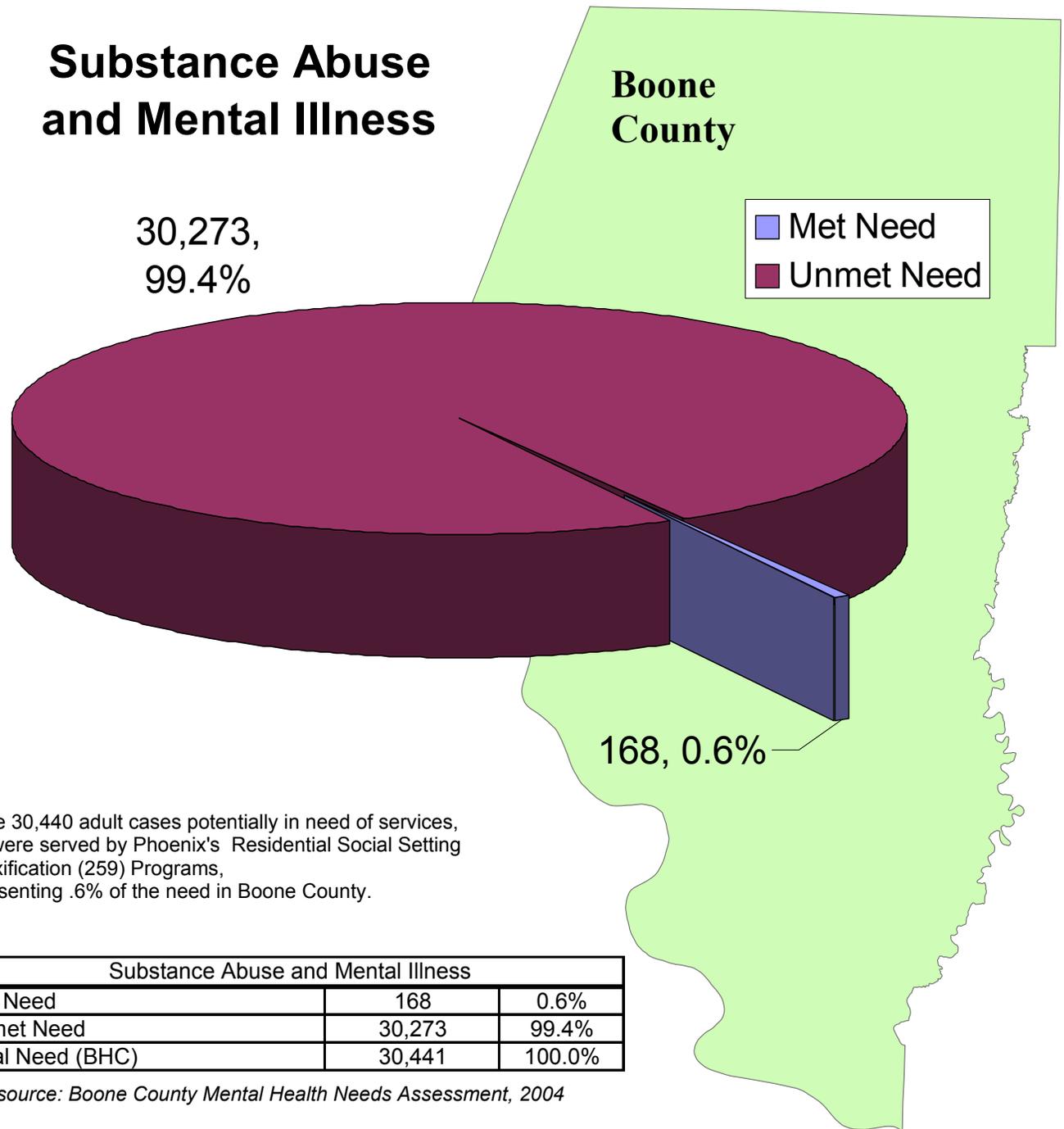
* 123 of the 259 Residential patients were homeless men

Datasource: Boone County Mental Health Needs Assessment, 2004

Figure 2

Phoenix Residential Social Setting Detoxification Programs: Need for Substance Abuse and Mental Illness Services

Substance Abuse and Mental Illness Need



Rainbow House

Rainbow House serves families in crisis; specifically abused and neglected children. In order to reach their target population, Rainbow House offers two primary services: The Emergency Shelter and The Child Advocacy Center (CAC). For this evaluation, the clinical services' component of Rainbow House's two services is assessed.

Organizational Mission

To keep children safe and support families in crisis through prevention assessment and intervention in child abuse and neglect.

Core Values

We have a commitment for the protection of children.
We believe in a safe child friendly environment.
We respect the needs of children to get to be children.
We value the strengths of families.
We value human diversity.
We believe in the role of community as a partner to Rainbow House.
We value community resources to assist our clients.
We value the dedication of our staff and volunteers as they serve children and families.
We appreciate those who give their time and support to better the lives of children.

Program: Clinical Services

Description of Services: Rainbow House's programs offer professional therapy to the children during their stay and follow-ups are conducted after discharge. The Emergency Shelter provides short-term housing for foster care children and provides assistance to parents who need a place for their children during a family crisis.

The Child Advocacy Center (CAC) takes part in the investigative process involving potential sexual and severe physical abuse of children in a nine-county region in Mid-Missouri. This nine-county area includes the following: Audrain; Boone; Callaway; Cole; Cooper; Howard; Macon; Monroe; and Randolph counties. The CAC offers forensic interviews, safe exams and assessments in a safe and child friendly environment. Through its services, the CAC provides law enforcement, prosecutors, and Children's Services with the physical evidence it needs to determine whether the case is a substantiated form of abuse.

Scope of the Problem: According to the Missouri Department of Social Services database SFY-2003, there was a need for 2,233 investigations into child abuse/neglect in Rainbow House's service region, as shown in Table 1.

Note: The number of cases requiring investigation is determined by taking the total number of children involved in hotline reports and subtracting the number of children in family assessments (family assessment cases do not require investigation).

County	Number of Children involved in a hotline report	Children in family assessment	Total number of Investigations (number of hotlines – number of family assessments)
Audrain	369	207	162
Boone	1628	952	676
Callaway	811	541	270
Cole	993	447	546
Cooper	209	114	95
Howard	151	86	65
Macon	264	148	116
Monroe	80	40	40
Randolph	428	165	263
Total	4933	2700	2233

Source: Missouri Department of Social Services, SFY-2003

Program Assessment: Clinical Services

In 2003, the Emergency Shelter served a total population of 143 children. Of the 143 children served by the Emergency Shelter, 85 were admitted for crisis care by their parents. Also, the Missouri Division of Family Services (Missouri Department of Social Services) referred 58 children to the Emergency Shelter in 2003. In addition, the Child Advocacy Center served 274 children, of whom 227 were admitted due to sexual abuse, 26 were admitted due to physical abuse, 11 were witnesses to abuse, and 10 were admitted for various “other” reasons, as indicated by Table 2. Table 3 indicates on a nine-county basis the number of children served by the Rainbow House Child Advocacy Center. Note that Cooper County, followed by Boone, Callaway, and Howard counties, exhibit the highest number of children admitted due to investigations.

Characteristic	Number
Age	
6 years or younger	106
7 to 12 years of age	115
Adolescents	53
Reason at the CAC	
Sexual Abuse	227
Physical Abuse	26
Witness to Abuse	11
Other	10

Source: Rainbow House

Table 3			
Rainbow House's Child Advocacy Center: Number Served by County			
County	Total number of Investigations (number of hotlines – number of family assessments)	Number Served by CAC	Percent of Need Met in each County
Audrain	162	18	11%
Boone	676	135	20%
Callaway	270	39	14%
Cole	546	2	0.37%
Cooper	95	23	24%
Howard	65	8	12%
Macon	116	-	0%
Monroe	40	-	0%
Randolph	263	1	0.38%
Other	-	48	N/A
Total	2233	274	-

Source: Missouri Department of Social Services SFY-2003; Rainbow House

Visual Representation

Figure 1 indicates the number of children served by Rainbow House in Boone County alone. The Department of Social Services reported 676 investigations in Boone County in 2003, of which 135 of these cases were served by the Rainbow House Child Advocacy Center. Thus, Rainbow House met 20 percent of their target population need in Boone County. *Figure 2* illustrates the nine-county area served by Rainbow House. In the nine-county region, there were 2,233 investigations in 2003. Across the broader service area, Rainbow House served, via its Child Advocacy Center, 226 children or about 10 percent of the need in the service region. (*Note: In total, the Child Advocacy Center served 274 children in a nine-county area and beyond. However, 48 children came from additional, unidentified counties and therefore could not be included in the analysis. Those 48 children are indicated at the bottom of Table 3 as “other” investigations.*)

Synopsis:

- Met 20 percent of Boone County area target population need.
- Met 10 percent of target population need in a nine-county area.
- The Child Advocacy Center served a total of 274 children in 2003. Of those children, 226 were located within a nine-county region and 48 children came from additional, unidentified counties.

- Of the 274 children admitted to Rainbow House’s Child Advocacy Center, 26 were admitted due to physical abuse, 11 were witnesses to abuse, and 10 were admitted for other reasons.
- The Emergency Shelter served 143 children, of whom 85 were admitted for crisis care by their parents, and 58 children were admitted by the Missouri Department of Social Services, Division of Family Services.

Comments and Observations:

- Extensive output data on individual cases is collected but remains in files and folders and has not been entered into a database. Entering this data would provide a rich resource of output statistics that could be more readily used for grant applications, evaluations, etc. Reasons given for not creating a client database include lack of staff time and issues of confidentiality.
- Rainbow House has recognized that capturing outcomes is critical to understanding how they meet the needs of their target population. The agency has taken first steps to create a survey of clients (children) on a pre- and post-test basis. The survey holds potential for tapping outcome data but still needs to be developed.
- Rainbow House needs to conduct research on the development of appropriate measures for children who are victims of abuse (post traumatic stress measures, etc.). Pre- and post-test stress measures could provide outcome data. Other outcome data collection techniques include focus groups (for example, bring school teachers who work with these children together in yearly focus groups to determine child progress).
- Under the previous executive director, Rainbow House received funding from at least ten sources or more, resulting in a lack of planning and management focus. In the past, the need for funding seems to have driven the activities of the agency, on occasion. This situation does not seem to be present under the current administration.
- Rainbow House needs to revisit their strategic plan, develop a core focus and set of activities, and redirect fundraising activities toward established goals and objectives.
- *Need Indicators:* Number of children admitted to Rainbow House due to investigations in Boone County alone, and in a nine-county region.

Best Practices:

Crisis nurseries and children’s shelters are designed to provide immediate safety and security to children at risk of being abused or neglected. Effective practices associated with these programs include the following (<http://nccanch.acf.hhs.gov/topics/prevention/emerging/report/featured.cfm>, retrieved 10/18/04):

- **“Support of parents:** Effective programs often provide services geared toward supporting and strengthening the role of the parent as primary caregiver in order to promote a stable, nurturing environment for the child.
- **Individualized services:** Children staying at a crisis nursery receive necessary immunizations, physical exams, and developmental assessments. Nutritious meals are provided and any special needs are addressed. Children are registered in school or pre-school.
- **Parent Involvement:** Successful programs often require the parent to visit the nursery on a regular basis and participate in activities with their children. Opportunities are created for caregivers and their children to experience positive and enjoyable interactions with each other.
- **Case Management:** Staff work with the entire family through a case managed service that includes intake and diagnosis, counseling and consulting, referrals to services, coordinating services, client advocacy, follow-up on completion of services, mediation, transportation, and in-home follow-up.
- **Informal support systems:** Effective programs quickly identify informal support systems and contact potential resources that can meet each family’s identified needs, then guide and encourage clients in taking the necessary steps to access help.
- **Community resources:** Identify and connect with a broad network of community resources that enable the staff to assist families in meeting needs that threaten healthy family functioning.”

Best Practices Sources and Resources:

“Child Neglect: A Guide for Intervention.” (1993). Retrieved October 18, 2004, from U.S. Department of Health and Human Services, Administration for Children and Families web site: <http://nccanch.acf.hhs.gov/topics/prevention/emerging/report/featured.cfm>

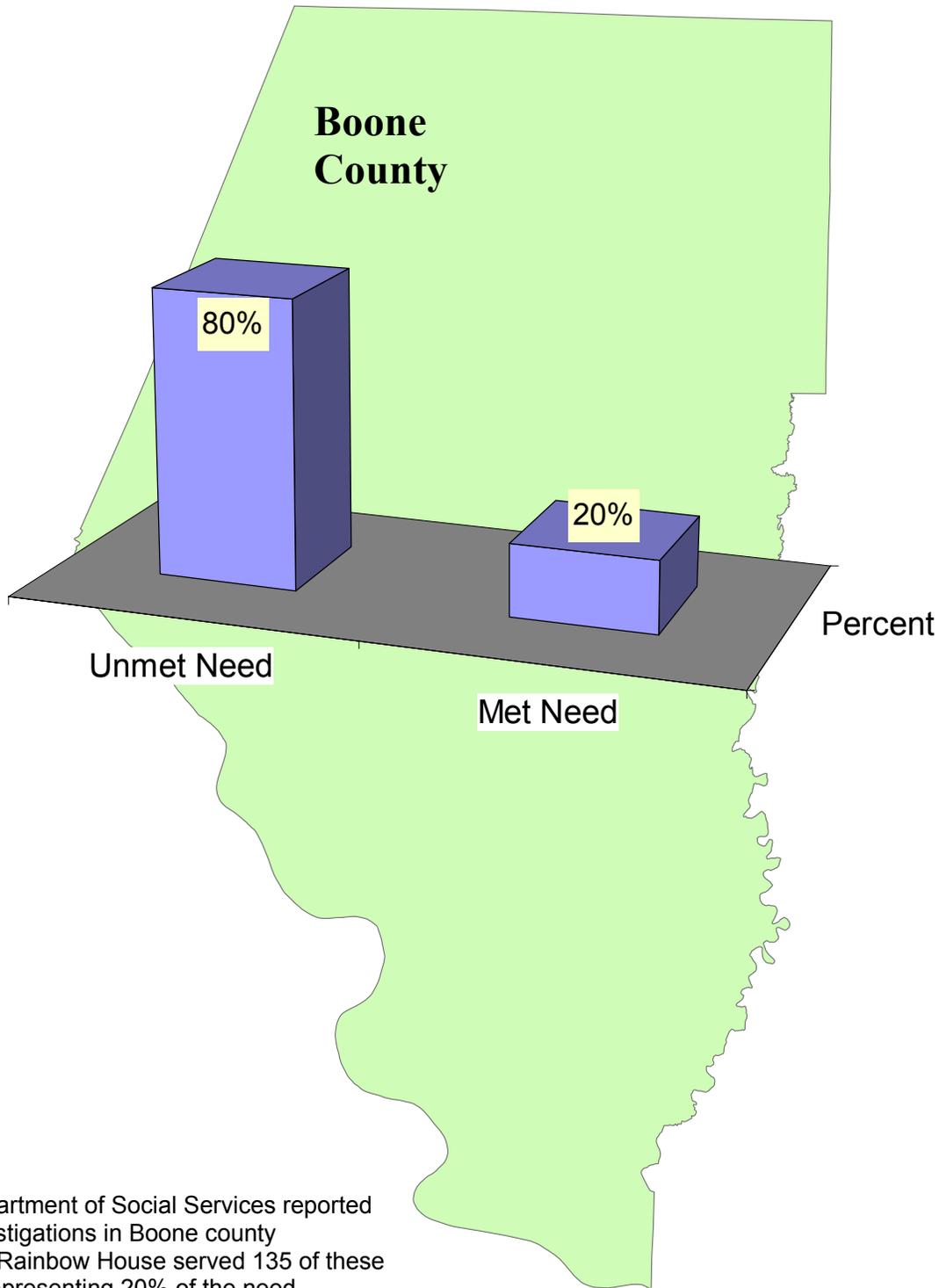
Data Sources:

Missouri Department of Social Services. (2004). SFY-2003 Database.

Rainbow House. (2003). “Selected Outcome Measures for 2003.”

Figure 1

Rainbow House Met Need for Investigated Cases: Boone County

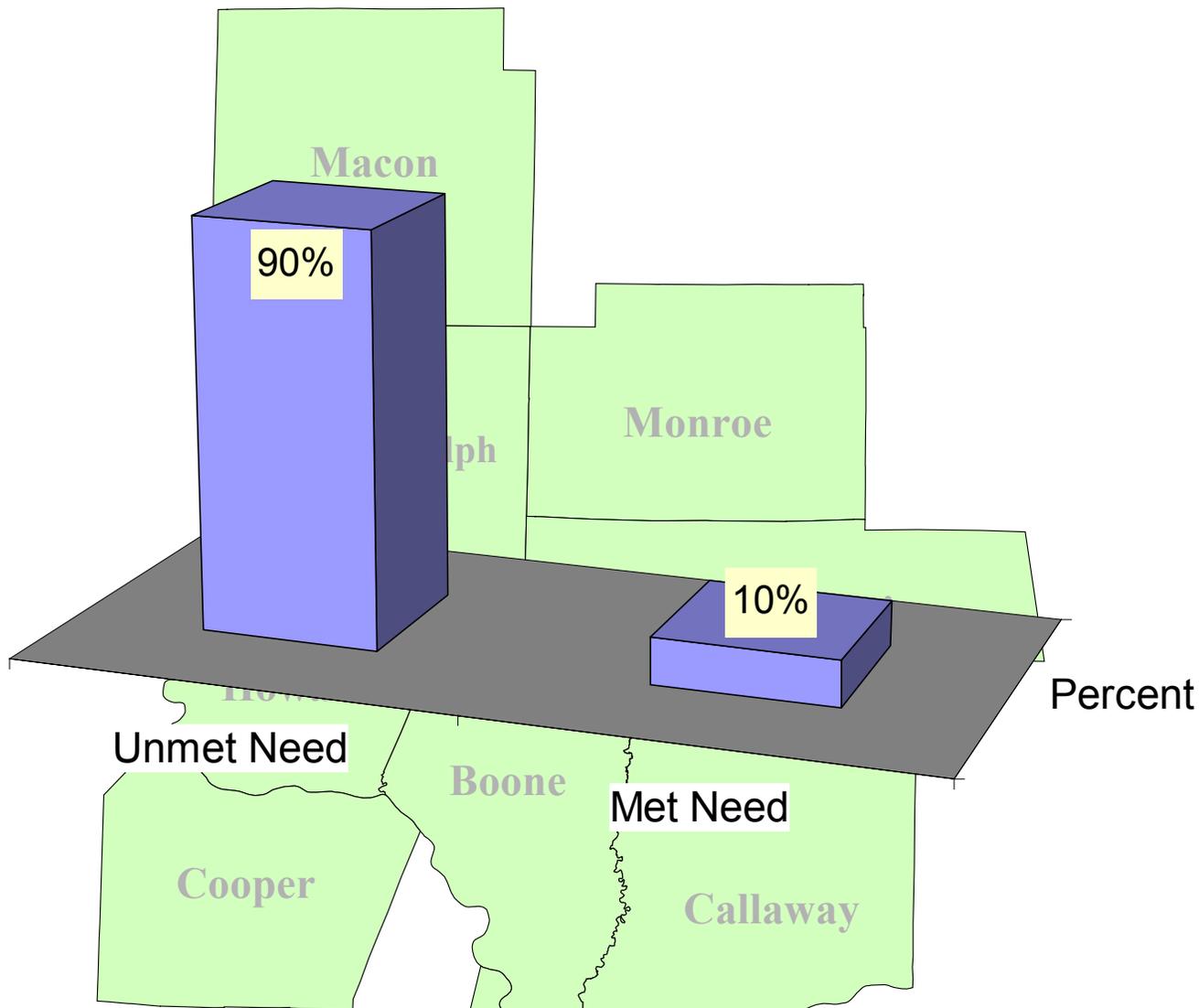


The Department of Social Services reported 676 investigations in Boone county in 2003. Rainbow House served 135 of these cases, representing 20% of the need.

	Need*	Met	Unmet	Unmet Percent	Met Percent
Investigations	676	135	541	80.0%	20.0%

Datasource: Rainbow House; Department of Social Services, SFY-2003

Figure 2 Rainbow House - Service Region Met Need for Investigated Cases as Reported by the Department of Social Services



Service Region	Investigations (need)	Served (met need)
Boone	676	135
Callaway	270	39
Cole	546	2
Cooper	95	23
Howard	65	8
Macon	116	-
Monroe	40	-
Randolph	263	1
Audraine	162	18
Total	2233	226

Met Need	226
Met Percent	10.1%
Unmet Need	2007
Unmet Percent	89.9%

Rainbow House served 226 children in 2003 from 9 Missouri counties .

According to the Department of Social Services, the number of investigations in this region was 2,233.

Datasource: Rainbow House; Department of Social Services, SFY-2003