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**TAKE A BITE OUT OF  
CRIME**

# National Crime Prevention Council

*To forge a nationwide commitment by people acting individually and together to prevent crime and build safer, more caring communities.*

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February 19, 1993

Dear Colleague:

Thank you for agreeing to take part as a panelist for the Youth As Resources National Forum on March 8th. The agenda is exciting. Your panel should provide many insights and ideas for participants.

The response to our invitations has been overwhelming. It is heartening to see the outpouring of interest in youth and community service. We currently have a waiting list of people who would like to attend and we have already exceeded our limit and accepted close to 100 participants. If you are planning to bring any materials to hand out, you should plan for 100.

Enclosed you will find a detailed agenda. As you can see the schedule is tight, but it is packed with information and ideas. It should be a very useful and informative day. Please note carefully the description of your panel and the times and questions described. We need you to stick to your allotted times and to focus on the areas described in the agenda. But paint it richly with your work and experience!

Enclosed you will also find two evaluation studies recently completed on the Youth as Resources program in Indiana. The results truly show the breadth and promise of the YAR approach. The afternoon session on evaluation will focus on these two evaluations and their implications for the youth service field, please read these documents before March 8th.

If you have any questions, concerns or desired changes, please call me as soon as possible at 202-466-6272, ext 151. I will also try to touch base with you the week of March 1st to be sure everything is set. If you have any logistical questions or need any type of audio visual equipment, please call Judy Kirby at ext. 146.

I look forward to seeing you on the 8th and thank you again for your time, effort and willingness to share your expertise in order to make this a successful event.

My best,

*Maria*

Maria T. Nagorski  
Deputy Director

Enclosure



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## National Forum on Youth as Resources

March 8, 1993

Washington Vista Hotel

1400 M Street, NW, Washington, DC 20005

(202) 429-1700

## AGENDA

**8:00 – 9:00 a.m. Continental Breakfast/Registration**

**9:00 – 9:35 a.m. Opening Session**

◆ Welcome and Overview of Youth as Resources (YAR)  
*Jack Calhoun*, Executive Director, National Crime Prevention Council (NCPC)

◆ YAR: Its Importance  
*Willis Bright*, The Lilly Endowment

◆ The Forum: Purpose and Structure  
*Maria Nagorski*, Deputy Director, NCPC

**9:35 – 11:30 a.m. Panel Discussions**

◆ 9:35 a.m. Panel One: Investing Community Organizations in Youth Service

Intent: Panel will focus on how and why community-based organizations become invested in service, how we can increase their participation, and how linkages can and do get made with school-based service movements.

Moderator:

*Jack Calhoun*, Executive Director, NCPC

Presenters:

*Phyllis Kincaid*, Director, Youth Resources, Evansville, IN

*Kathleen Kennedy Townsend*, Director, Maryland Student Service Alliance

*Bill Batson*, Director, Teens as Community Resources, Boston, MA

Lead presenter, Phyllis Kincaid, will present the YAR program with an emphasis on how it has helped spur the involvement of community-based organizations and forged school-community linkages. The other two presenters will spend ten to twelve minutes each highlighting their experiences and focusing on key issues in community- and school-based partnerships. This will be followed by a short period of general questions and answers from the audience.

**Key Questions For Panelists:**

- What motivates community-based organizations to get involved in youth service?
- What obstacles do they face?
- How can and do community-based organizations link with school-based service programs?
- Should the link with school-based organizations be stronger? Why or why not?

**10:25 a.m. Break**

◆ 10:40 a.m. Panel Two: Special Populations and High Risk Youth

Intent: Panelists will explore how at-risk young people can be brought into various service programs and whether programs and philosophies need to be adjusted to fit their special needs.

**Moderator:**

*Maria Nagorski*, Deputy Director, NCPC

**Presenters:**

*Chris DeBruyn*, Commissioner, Indiana Department of Corrections  
*Todd Clark*, Director, Constitutional Rights Foundation, Los Angeles, CA  
*Keith Canty*, Director, DC Youth Corps

Lead presenter, Commissioner DeBruyn, will make a 15-minute presentation describing the YAR demonstration program in a correctional setting and focus on the potential impact of YAR on juvenile justice programs. The other two presenters, reflecting on their program experiences, have ten to twelve minutes each to respond. This is followed by general questions and answers from the audience.

**Key Questions For Panelists:**

- Are there special approaches necessary for youth with special needs?
- What are the training needs for staff?
- Do programs and perspectives need to be adapted for high risk youth? How do such adaptations affect final outcome of service programs?

## **11:30 – 12:30 p.m. Working Groups**

### Working Group Facilitators:

*Roger Landrum*, Director, Youth Service America and *Chris Glancy*, Glancy Associates, Indianapolis, IN

*Maria Nagorski*, Deputy Director, NCPC, and *Dave Uberto*, Director, Indiana Girls School

*Lisa Patterson*, Youth as Resources State Project Coordinator, NCPC and *Larry Brown*, President, WAVE

*Paula Allen*, Director, Youth as Resources, Indianapolis, Indiana and *Gloria Primm Brown*, Program Officer, Carnegie Corporation of New York

### Working Group Task Assignment

Participants will form four groups: two will focus on community-based organizations and service learning; two will focus on special populations and high risk youth

The working groups will react to the panel discussion and focus on:

- 1) Key points of the panel discussion
- 2) Unanswered questions
- 3) Recommendations to the field regarding these issues.

Groups will report out after lunch.

## **12:30 – 2:00 p.m. Lunch**

During lunch, youth participants in YAR will share their experiences and show a short video on YAR.

### Moderator:

*Lisa Patterson*, Youth as Resources State Project Coordinator, NCPC

## **2:15 – 2:45 p.m. Working Group Reports**

Each of the four working groups will report in 5–7 minutes, the results of their discussion.

## **2:45 – 4:15 p.m. Panel Discussions**

### ◆ Panel Three: Evaluation

Intent: *Paula Schmidt-Lewis*, President, PSL, Inc., will report on the two YAR evaluations, describing the process and outcomes of both the longitudinal study of YAR participants and the study of YAR on youth in state care. Respondents will examine the status of evaluation in the field as a whole — its strengths and weaknesses — and suggest ways to make the best case for youth service.

Moderator:

*Willis Bright*, Lilly Endowment

Respondents:

*Joan Schine*, Director, National Center for Service Learning in Early Adolescence

*Karen Pittman*, Director, Academy for Educational Development

Paula Schmidt-Lewis will make a 30 minute presentation on the results of the two most recent studies of Youth as Resources. She will describe the criteria, the process, and the outcomes, then describe key issues related to special populations. Respondents will each have ten to fifteen minutes followed by 30 minutes of questions and answers.

Respondents will focus on:

What do these results tell us about the state of the art in evaluation of youth service?

What more is needed to make the best case for youth service?

**4:15 p.m. Final Session: Summary Observations/Comments**

*Susan Stroud*, Senior Advisor to the Director, Office of National Service (invited)

*Catherine Milton*, Director, Commission on National and Community Service

**4:45 p.m. Closure**

*Jack Calhoun*, Executive Director, NCPC

# OPINION • COMMENTARY

## An Invitation to Adult Citizenship

By JACK CALHOUN

I sit in my Virginia home two miles from the Potomac River and gaze with a certain envy toward the Maryland shore. The Free State has made an extraordinary statement about its belief in civic health and staked a claim on a healthy civic future.

Young people in Maryland are being asked, at some point within their high school careers, to spend a total of 75 hours — roughly two work weeks in the adult world — in service that benefits the community. We have many assets in Virginia, but nothing like this one.

Maryland's General Assembly has been asked to overturn this modest but remarkable requirement for high school graduation. If the state backs down from its landmark commitment, then teens, adults, and children across Maryland will be much the poorer for it. This requirement is a marvelous invitation to adult citizenship. To withdraw the invitation closes a bright, positive avenue available to — and beneficial to — every kind of youth.

In a world rife with fragmented families and anonymous neighborhoods, youth need opportunities to give, to bind themselves positively to the community, to try on adult roles in a supportive climate. The community needs to send the message that these youths are needed, that their skills are valued. Every kid aches to belong, to feel needed, to sense that he or she can make important contributions. Maryland's Board of Education saw this need and met it.

School-linked service also builds self-esteem. Research is clear that a sound sense of self-esteem is a key to averting self-destructive behaviors like delinquency and drug use. Moreover, our typical yardsticks for measuring success in school — academics, athletics, popularity — measure

only what a relative few can give. Community service measures all by what each can and does give.

Are teachers facing too many demands on their time? Then let students help plan and lead the activities. Youth as Resources (a program created by the National Crime Prevention Council that is now seven years old in more than a dozen cities) has proved that honor students and near-dropouts, band members and basketball players, kids with records and kids who collect records can and do assume leadership roles in developing service projects, if given the challenge. The effects are remarkable and long-lasting, evaluation has shown.

Are schools overworked? Bring in community partners who can help

manage and expand the process. Housing authorities, neighborhood associations, law-enforcement agencies, Boys & Girls Clubs, 4-H Clubs, Scouts, and many more have hosted and managed service activities conducted with and by youth. And they've benefited as much as their young partners. Youth groups have enriched their own programs by engaging in community-service efforts that could be compatible with the state's requirements.

Are students overworked? Community service lets them finally put their skills to use; it should not be depleted as another "lesson." It's a chance to take some initiative, to try out some skills, to get something done in the "real world" with those skills they have been acquiring for 9

to 12 years. It can be woven into established curricula. The experience gained by young participants can offer active, vital testimony to prospective employers and colleges.

Youth working as resources for their communities — which Maryland's program has the potential to become — have tackled every kind of social issue about which the adult community is concerned, from AIDS, hunger, literacy, teen pregnancy, dropping out and more. They've made a real difference in communities around the nation, a difference that Maryland can realize on an unprecedented scale if it helps its young citizens develop the habit of the heart that is community service.

Don't put down the torch of civic concern that your state has lighted and raised high. To paraphrase an old commercial, "Try it; you really will like it."

Jack Calhoun is executive director of the National Crime Prevention Council.

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## YAR PARTICIPANTS SAY...

"I didn't used to be a 'people person',  
and now I think I am."

"I really feel proud of what I have  
done. . ."

"I think I've learned not to give up."

"It's teaching me to be patient."

"If I can do this, I can do anything."

"We not only have helped ourselves,  
but we've helped the community."



We support the National Citizens'  
Crime Prevention Campaign.

National Crime Prevention Council  
Attention: Youth as Resources  
1700 K Street, NW, Second Floor  
Washington, DC 20006-3817  
202-466-6272, fax 202-296-1356



**Youth As Resources**

*A Program  
and a  
Perspective*

## REMARKS AT YAR NATIONAL FORUM, 3/8/93

Welcome to all of you. Special thanks to the Lilly Endowment without whose vision and funding neither this conference nor Youth as Resources --YAR-- would be under discussion today.

You assembled are the leaders in the field of youth service. You represent the field's fullness: youth corps; K-12 school-based service; college-based service; community-based service; service and employment; the research community, and youth themselves.

You all have rich experience and incredible stories to tell. There will be many opportunities to meet throughout the day.

This packed day is structured around three topical areas. Each segment represents, to us, one of the most salient issues in the youth service field:

-- First, school and community service; how to galvanize the widest array of community entities to participate. We'll grapple with the school/community link and the challenge so compellingly issued by Carnegie's pathbreaking report, *A MATTER OF TIME*, in which we're asked to help make those basic community building blocks work for youth, building blocks that transmit assistance and values.

--Second we will consider program and policy implications of working with special needs or high risk youth.

--Third, we'll grapple with evaluation. How sharp are our tools? Where are we falling short? How can we best make the case for service?

In each section we'll use YAR as a springboard to the larger issues facing the service field as a whole.

YAR's concept is basic: instead of projects run by adults for youth, YAR bases itself on projects designed and run by youth with adults for the community.

Almost all policies for youth base themselves on pathology. Library shelves groan with descriptions of adolescent problems. Little is said about adolescent zeal, energy and idealism--that the teen years are the rarest of times, times of back and white commitment--pre-marriage, pre-mortgage, pre-the-inevitable adult compromises. Our tools for finding and eliciting pathology are sharp; our tools for finding and eliciting strength are blunt.

Yes, we need the best healers--those who would help "fix" youth--the job counselor, the street worker, the mentor, the psychiatrist. But we must add a new verb to the youth policy lexicon and that verb is CLAIM. In addition to "help" we must passionately CLAIM youth.

In an era of strained families, anonymous, fragmented communities, YAR says to youth, "We need you..You are part of us.,not when you're 21 or 22, but now."

We started YAR in Boston seven years ago. It was put on the map by the Lilly Endowment who funded its creation in the three pilot cities of Indianapolis, Fort Wayne and Evansville. Lilly then expanded it to ten. Showing their pioneering spirit, they let us to expand the boundaries further, trying the concept with youth in state care. Other funding sources both public and private have launched YAR in other cities across America. Today, YAR exists in almost 20 sites.

How does it work? Each city sets up a YAR board comprised of those who work with or care about youth--schools, youth workers, the United Way, businesses, churches, youth themselves. In Fort Wayne, the board chair was a 17 year old and the vice-chair was vice president of Fort Wayne's largest bank. After determining operating procedures, funding criteria, reporting and monitoring protocols, the board disseminates requests for proposals, screens responses and awards mini-grants ( about \$900.00 average) to youth-led projects.

YAR's "reflection component" is up front: youth select the social issue to be addressed; craft a solution; and write a convincing proposal and budget that makes sense. Youth present and defend their proposals before the board.

The results have exceeded our wildest dreams:

-- One: All types of teens have served, from wards of the state to the Honor Society student headed for the best of colleges: Pregnant teens wrote an original play about the confusion and turmoil caused by unwanted pregnancies and performed it before elementary schools in Indianapolis; Girl Scouts in Evansville worked in battered women's shelters; boys from the Y served as big brothers for young children; dropout youth from WAVE returned to schools to counsel those on the verge of dropping out, sharing with them the difficulties they face on the outside.

--Two: Youth have addressed all issues about which society is concerned: Literacy, housing, child abuse, violence, racism, peace, AIDS, the environment... We could stay here the entire day and could not find an issue unaddressed.

--Three: The full array of community agencies have hosted YAR projects. This responds to Carnegie's challenge to bring in the various types of community organizations for kids: **schools** (roughly 20-25% of YAR projects); **youth service organizations**-- the Boys and Girls Clubs, Big Brothers/Big Sisters and 4H; **municipal agencies**-- Parks and Recreation, Housing, mayors' offices, Probation; **civic organizations**-- museums, libraries, churches; and **grassroots organizations**-- the "Peace and Unity Project" or "Vida Urbana."

A critical point: youth use their unique gifts in contexts in which they are most comfortable. If I am a dancer, I can dance my gift, as indeed one group did, creating and performing a powerfully moving modern dance on peer pressure; as an artist, I can create brochures or murals on AIDS; as a jock, I can coach younger kids; as a talker I can mediate. I can even put my pain on the altar of service and have it work for others--pregnancy, sexual abuse, dropping out, drug use...

Numbers? In only four cities, Boston and three in Indiana:

- roughly 30,000 youth have become involved;
- over 600 youth-designed programs have been created;
- hundreds of thousands of individuals have benefited-- from a single child tutored to audiences attending performances.

Institutional impact? youth serve on many local boards; YAR Indianapolis is now part of the United Way; youth have space weekly in the Evansville newspaper to write about issues concerning them; it is part of the programming at the Indiana Girls School.

The formal longitudinal study , which you will hear about this afternoon, shows:

- Increase in self esteem, confidence and empathy;
- Belief in the value of service;
- Educational improvements mentioned by almost 50% ( and this is remarkable because YAR was not set up as an educational program)

Another study, shows that wards of the state, those in Juvenile Correctional Institutions and in group homes can serve and can serve beautifully.

The results are heartening. But the jury is still out on whether these changes endure, and whether those who work with youth daily will permanently alter their policies to include a "strength" or "youth service" dimension.

YAR is of vital importance because communities seek approaches to the "youth issue" that are:

- Flexible;
- Able to connect youth positively to adults and community
- Affordable
- Non-labeling
- Effective
- Attractive to youth
- Get real work done, and
- Easy to start.

National service it is not, but YAR plays a vital role in in the thrilling call to service issued by our new President. How? It shows that all youth and agencies can play a part; it shows that there are "slots" that don't compete for paid jobs; it helps to create a local ethos for service among youth--it's natural; it creates a local ethos for service among agencies--it's natural; it can create the opportunity for youth in the national service program to serve as YAR staff; and it demonstrates that all types of funders can join in--the state, businesses, private foundations and the United Way.

An America treasure, John Gardner, who keynoted the unveiling of Carnegie's blockbuster study, said:

*There is a loss of a sense of belonging, of needing and being needed from the arenas in which we understand our obligation to others...where we get our support and where one is expected to give back...families, schools and community-based organizations, the regenerators of shared values...*

One of our YAR participants, Darryl, would have said to John, "People in the community knew we were really helping others and thought it was great, and that's a good feeling."

Perhaps most important is what happens on the personal level: the seed of hope in the heart, the budding sense of competence, the almost palpable reach for others.

This fundamental truth came home to me with stunning clarity during a YAR check-award ceremony held in the lobby of the Hyatt Indianapolis. The board had made its decisions, and the local TV personality, who did not know who was who emceed the awards. So he didn't know whether Melissa was an adjudicated delinquent from the Indiana Girls' School or a student from a local high school. Melissa was in fact a resident at the Girls' School. He called out her name and the name of her project, "Melissa, 'Soup's On'". He asked her about her project. She responded, "We cook for the homeless. We use a recipe I got from my mother." "Great," said the host, "How do you feel about your project?" Melissa said, "At first I felt awful." "Awwful?", responded the stunned host. "Yes," said Melissa, "I have so much, and they have so little."

"So much...," Melissa, a victim of sexual abuse, involved with drugs, a school dropout... "So much..." Melissa closed, saying, "I feel good now because I realize how much I have to give."

The ache to experience worth; to be needed; to give. Does Melissa not speak for all youth--those in Gail Kong's school-based Star Serve, Todd Clark's community programs, youth in Don Mathis' Pennsylvania Youth Corps, university students in COOL and those who will participate in national service?

We in this room sit astride a movement of incalculable potential and importance; for we are all trying to build, in a fractured world, caring... connection... community...citizens. Our faith is that this forum can play a small part in moving us forward toward the goal I believe we all share, namely, having service become a natural and understood part of growing up in America...a part of the very fabric of all of our community's basic institutions. Again welcome. Thank you very much.



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March 9, 1993

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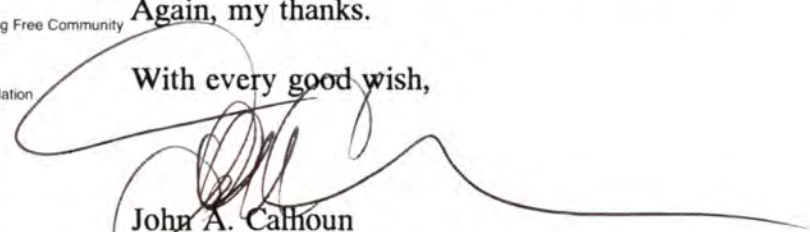
Dear Susan:

Great of you to carve out a few hours from you astoundingly busy day to join us. By all reports, the conference was quite a success, and I'm especially delighted that you saw the very heart of it through the eyes of two youth.

I enclose copies of my opening remarks (I know you've heard me say it before). Let's sit down soon. Eli suggested we do this after his initial spate of sprinting was over. How about next week?

Again, my thanks.

With every good wish,

  
John A. Calhoun  
Executive Director

JAC/jak

## REGISTRATION

THE LILLY ENDOWMENT and THE NATIONAL CRIME PREVENTION COUNCIL  
(Youth as Resources)

**National Forum**

March 8, 1993  
8:45am - 4:45pm

## HOTEL

Washington Vista Hotel  
1400 M Street, NW  
Washington, DC 20005  
(202) 429-1700  
(202) 785-0786 (fax)

NAME: SUSAN STROUD

TITLE: Senior Advisor to The Director

ORGANIZATION: Office of National Service

ADDRESS: Rm 145 OEOB, Washington, DC 20500

TELEPHONE: 202-456-6444 FAX: 202-456-6420

Please fax or mail registration to Ms. Judy Kirby at NCPC, 1700 K Street, NW, Second Floor, Washington, DC 20006, fax (202) 296-1356. For issues and content, contact Maria Nagorski, at (202) 466-6272, ext. 151.

Please respond no later than February 8, 1993

# National Crime Prevention Council

1700 K Street, NW, 2nd Floor, Washington, DC, 20006-3817, 202-466-6272, FAX 202-296-1356

NCPC's mission is to forge a nationwide commitment by people, acting individually and together, to prevent crime and build safer, more caring communities. Our work includes:

- McGruff, the Crime Dog, and the "Take A Bite Out Of Crime" public service advertising campaign.
- An unparalleled network of citizens, professionals, and organizations who implement crime prevention programs at the grassroots level.
- High-quality educational material of all types—including books, booklets, brochures, program kits, and posters.
- Demonstration programs with schools, youth, and community groups that test theories in the every-day world and provide knowledge vital to effective crime prevention and community building.
- Training for national, state, and local crime prevention practitioners, community organizations, schools, youth groups and churches.
- Information Services through a 3,500-program database center, Resource Library, and a network of national referral sources.
- The Crime Prevention Coalition, 136 organizations committed to crime prevention. NCPC serves as its secretariat.
- McGruff licensed products that help spread McGruff's educational messages.

## NCPC FAX

TO Susan Steud

FAX # 456-6470 VOICE # \_\_\_\_\_

FROM Paul Calhoun EXT. \_\_\_\_\_

DATE 2/16/93 # PAGES INCLUDING COVER 7

MESSAGE \_\_\_\_\_

OCTOBER IS CRIME PREVENTION MONTH



# National Crime Prevention Council

To forge a nationwide commitment by people acting individually and together to prevent crime and build safer, more caring communities.

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**Counsel**  
Lawrence Z. Lamber  
Verner, Lipford, Barnhard, McPherson and Hard  
Washington, DC

**Executive Director**  
John A. Calhoun

†Advisory Directors

February 16, 1993

Susan Stroud  
Office of National Service  
The White House  
Old Executive Office Building  
Washington, DC 20500

Dear Susan:

The Lilly Endowment Inc. and the National Crime Prevention Council cordially invite you to participate in a national forum on Youth as Resources (YAR) and three major issues in the youth service field. The forum will be held on March 8, 1993, in Washington D.C. at the Washington Vista Hotel, 1400 M Street, NW, Washington, DC 20005, (202) 429-1700.

The forum is spurred by recent developments in the youth service field including:

- ◆ Results from the just completed evaluation of the Youth as Resources program;
- ◆ the recent conference on service learning held by the DeWitt Wallace-Reader's Digest Fund; and
- ◆ publication of the Carnegie Council's pathbreaking *A Matter of Time: Risk and Opportunity in Nonschool Hours*.

The evaluation of YAR showed stunning results: Youth increased in self-esteem and self-confidence; they manifested greater social awareness and empathy; and almost 50% reported education gains! YAR participants have:

- ◆ designed and run almost 1,000 community service programs;
- ◆ worked out of all types of organizations — schools, libraries, Boys and Girls Clubs, churches, housing authorities, probation departments, and grassroots community organizations;
- ◆ tackled every issues about which society is concerned,

- ◆ from illiteracy and homelessness to child abuse, domestic violence, and pollution; and benefited the lives of thousands of individuals.

For the last two years, NCPC has applied the YAR philosophy and model to youth both troubled and troubling, girls sentenced to the Indiana Girls School, and youth, via the department of social services, assigned to a consortium of group homes. But the undergirding philosophy is the same: youth have strengths; they have something to give, and, provided the opportunity, want to give. Our chronic focus on pathology has often blinded us to the strengths of youth, their idealism, and their desire to play positive roles in the community.

YAR's apparent success and the focus on national youth service raise issues of critical importance to the whole service field, whether service programs are based in corps, college, secondary schools or the community (including social services and the criminal justice system).

FORUM PURPOSE: Using YAR as a springboard, the forum will address three crucial issues:

- ◆ investing community organizations in youth service and providing linkages to schools;
- ◆ special populations and youth service
- ◆ evaluation issues in youth service.

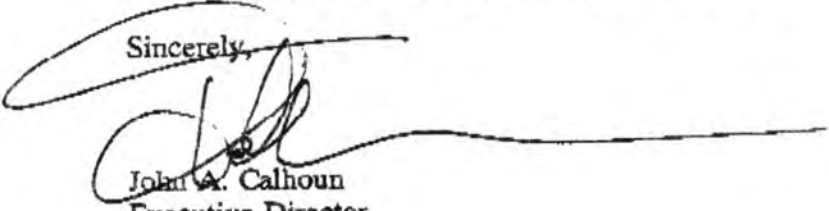
FORMAT: The forum will gather together a diverse mix of youth service providers and policy makers. The format will encourage active participation and provide opportunities for the exchange of ideas and problem solving among participants and presenters.

YAR will act as the prism through which broader issues in youth service will be viewed. Panel presentations will be followed by working groups which will explore issues in depth and bring back results to the total conference with key findings and recommendations for how we can move the field forward. A detailed agenda is attached.

Space is limited. We have only 75 available places which will be on a first come first served basis. Please return the enclosed registration form as quickly as possible but no later than Feb 8 to ensure your place. If you have any questions call Maria Nagorski, NCPC, Deputy Director, at (202) 466-6272, ext. 151, (or fax (202) 296-1356). For logistical information, please call Judy Kirby, ext. 136.

We look forward to working with you on March 8.

Sincerely,

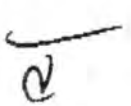


John A. Calhoun  
Executive Director

Enclosure

P.S. NCPC will cover all conference costs, materials and food. Participants are responsible for any travel or lodging costs. Attendees will receive copies of both evaluations: the longitudinal study and the evaluation of the "Special Initiative" participants — those in group homes and correction settings.

*A.P.S. Blow lucky they are to land you.  
Best,*



## AGENDA

### Opening Session

- ◆ Welcome and Overview of Youth as Resources (YAR)  
*Jack Calhoun*, Executive Director, National Crime Prevention Council
- ◆ YAR: Its Importance  
*Willis Bright*, The Lilly Endowment
- ◆ The Forum: Purpose and Structure  
*Maria Nagorski*, Deputy Director, National Crime Prevention Council

### Panel Discussions

- ◆ Panel One: Investing Community Organizations in Youth Service

Intent: Panel will focus on how and why community-based organizations become invested in service, how we can increase their participation, and how linkages can and do get made with school-based service movements.

Moderator:

*Jack Calhoun*, Executive Director, NCPC

Presenters:

*Phyllis Kincaid*, Director, Youth Resources, Evansville, Indiana

*Kathleen Kennedy Townsend*, Director, Maryland Student Service Alliance,  
Baltimore, MD

*Bill Datson*, Director, Teens as Community Resources, Boston, MA

- ◆ Panel Two: Special Populations

Intent: Respondents will explore how young people in high risk situations can be brought into various service programs and whether programs and philosophies need to be adjusted to fit their special needs.

Moderator:

*Maria Nagorski*, Deputy Director, NCPC

Presenters:

*Chris DeBruyn*, Commissioner, Indiana Department of Corrections

*Todd Clark*, Director, Constitutional Rights Foundation, Los Angeles, CA

*Keith Canty*, Director, DC Youth Corps

### Working Groups

Groups will work on the issues raised by the panels and will report out after lunch.

**Working Group Facilitators:**

*Roger Landrum*, Director, Youth Service America and *Paula Allen*, Director, Youth as Resources, Indianapolis, Indiana  
*Maria Nagorski*, Deputy Director, National Crime Prevention Council, and *Dave Uberto*, Director, Indiana Girls School  
*Chris Glancy*, Glancy Associates

**Lunch**

During lunch, youth participants in YAR will share their experiences.

Moderator: *Lisa Patterson*, State Projects Coordinator, Youth As Resources, Indiana

**Reports from morning session****Panel Discussions**

## ◆ Panel Three: Evaluation

Intent: *Paula Lewis*, President, PSL, Inc., will report on her evaluation of YAR, process and outcomes, both for community YAR participants and for youth in state care. Reactors will look at the status of evaluation in the field as a whole — strengths and weaknesses — and suggest ways to make the best case for youth service.

Moderator:

*Willis Bright*, Lilly Endowment

Reactors:

*Joan Schine*, Director, National Center for Service Learning in Early Adolescence

*Kuren Pittman*, Director, Academy for Educational Development

**Final Session**

Summary Observations

*Catherine Milton*, Director, Commission on National and Community Service  
*Sam Halperin*, Director, William T. Grant Foundation

# OPINION • COMMENTARY

## An Invitation to Adult Citizenship

By JACK CALHOUN

I sit in my Virginia home two miles from the Potomac River and gaze with a certain envy toward the Maryland shore. The Free State has made an extraordinary statement about its belief in civic health and staked a claim on a healthy civic future.

Young people in Maryland are being asked, at some point within their high school careers, to spend a total of 75 hours — roughly two work weeks in the adult world — in service that benefits the community. We have many assets in Virginia, but nothing like this one.

Maryland's General Assembly has been asked to overturn this modest but remarkable requirement for high school graduation. If the state backs down from its landmark commitment, then teens, adults, and children across Maryland will be much the poorer for it. This requirement is a marvelous invitation to adult citizenship. To withdraw the invitation closes a bright, positive avenue available to — and beneficial to — every kind of youth.

In a world rife with fragmented families and anonymous neighborhoods, youth need opportunities to give, to bind themselves positively to the community, to try on adult roles in a supportive climate. The community needs to send the message that these youths are needed, that their skills are valued. Every kid aches to belong, to feel needed, to sense that he or she can make important contributions. Maryland's Board of Education saw this need and met it.

School-linked service also builds self-esteem. Research is clear that a sound sense of self-esteem is a key to averting self-destructive behaviors like delinquency and drug use. Moreover, our typical yardsticks for measuring success in school — academics, athletics, popularity — measure

only what a relative few can give. Community service measures all by what each can and does give.

Are teachers facing too many demands on their time? Then let students help plan and lead the activities. Youth as Resources (a program created by the National Crime Prevention Council that is now seven years old in more than a dozen cities) has proved that honor students and near-dropouts, band members and basketball players, kids with records and kids who collect records can and do assume leadership roles in developing service projects. If given the challenge, the effects are remarkable and long-lasting evaluation has shown.

Are schools overworked? Bring in community partners who can help

manage and expand the process. Housing authorities, neighborhood associations, law-enforcement agencies, Boys & Girls Clubs, 4-H Clubs, Scouts, and many more have hosted and managed service activities conducted with and by youth. And they've benefited as much as their young partners. Youth groups have enriched their own programs by engaging in community-service efforts that could be compatible with the state's requirements.

Are students overworked? Community service lets them finally put their skills to use; it should not be depicted as another "lesson." It's a chance to take some initiative, to try out some skills, to get something done in the "real world" with those skills they have been acquiring for 9

to 12 years. It can be woven into established curricula. The experience gained by young participants can offer active, vital testimony to prospective employers and colleges.

Youth working as resources for their communities — which Maryland's program has the potential to become — have tackled every kind of social issue about which the adult community is concerned, from AIDS, hunger, literacy, teen pregnancy, dropping out and more. They've made a real difference in communities around the nation, a difference that Maryland can realize on an unprecedented scale if it helps its young citizens develop the habit of the heart that is community service.

Don't put down the torch of civic concern that your state has lighted and raised high. To paraphrase an old commercial, "Try it; you really will like it."

Jack Calhoun is executive director of the National Crime Prevention Council.



**TAKE A BITE OUT OF  
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*Counsel*  
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Washington, DC

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John A. Calhoun

†Advisory Directors

February 18, 1993

Susan Stroud  
Senior Advisor to the Director  
Office of National Service  
Room 145, OEOB  
Washington, DC 20500

Dear Susan:

I am delighted that you will be joining us for our Youth as Resources Forum on March 8, 1993. The meeting will begin at 8:45am and end at 4:45pm. It will be held in the Junior Ballroom of the Vista Hotel, 1400 M Street, NW, Washington, DC 20005, (202) 429-1700.

If you are coming from out of town, we have reserved a block of rooms at the Vista Hotel. You will need to make your own reservations by calling (800) 847-8232. Please reference the Youth as Resources Forum when making your reservations.

I realize that sometimes plans and schedules change on short notice. If, at a later date, you realize you are unable to attend the forum, please notify Judy Kirby at (202) 466-6272, ext. 136.

We will be sending you some materials about two weeks prior to the forum. I look forward to seeing there.

With every good wish,

John A. Calhoun  
Executive Director

JAC/jak

*P.S. Great to see you D.C. forward  
to have you here!*



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Washington, DC

*Executive Director*  
John A. Calhoun

†Advisory Directors

## National Forum on Youth as Resources

March 8, 1993

Washington Vista Hotel

1400 M Street, NW, Washington, DC 20005

(202) 429-1700

## AGENDA

**8:00 – 9:00 a.m. Continental Breakfast/Registration**

**9:00 – 9:35 a.m. Opening Session**

◆ Welcome and Overview of Youth as Resources (YAR)  
*Jack Calhoun*, Executive Director, National Crime Prevention Council (NCPC)

◆ YAR: Its Importance  
*Willis Bright*, The Lilly Endowment

◆ The Forum: Purpose and Structure  
*Maria Nagorski*, Deputy Director, NCPC

**9:35 – 11:30 a.m. Panel Discussions**

◆ 9:35 a.m. Panel One: Investing Community Organizations in Youth Service

Intent: Panel will focus on how and why community-based organizations become invested in service, how we can increase their participation, and how linkages can and do get made with school-based service movements.

**Moderator:**

*Jack Calhoun*, Executive Director, NCPC

**Presenters:**

*Phyllis Kincaid*, Director, Youth Resources, Evansville, IN

*Kathleen Kennedy Townsend*, Director, Maryland Student Service Alliance

*Bill Batson*, Director, Teens as Community Resources, Boston, MA

Lead presenter, Phyllis Kincaid, will present the YAR program with an emphasis on how it has helped spur the involvement of community-based organizations and forged school-community linkages. The other two presenters will spend ten to twelve minutes each highlighting their experiences and focusing on key issues in community- and school-based partnerships. This will be followed by a short period of general questions and answers from the audience.

**Key Questions For Panelists:**

What motivates community-based organizations to get involved in youth service?  
What obstacles do they face?

How can and do community-based organizations link with school-based service programs?

Should the link with school-based organizations be stronger? Why or why not?

**10:25 a.m. Break**

◆ 10:40 a.m. Panel Two: Special Populations and High Risk Youth

Intent: Panelists will explore how at-risk young people can be brought into various service programs and whether programs and philosophies need to be adjusted to fit their special needs.

**Moderator:**

*Maria Nagorski*, Deputy Director, NCPC

**Presenters:**

*Chris DeBruyn*, Commissioner, Indiana Department of Corrections

*Todd Clark*, Director, Constitutional Rights Foundation, Los Angeles, CA

*Keith Canty*, Director, DC Youth Corps

Lead presenter, Commissioner DeBruyn, will make a 15-minute presentation describing the YAR demonstration program in a correctional setting and focus on the potential impact of YAR on juvenile justice programs. The other two presenters, reflecting on their program experiences, have ten to twelve minutes each to respond. This is followed by general questions and answers from the audience.

**Key Questions For Panelists:**

Are there special approaches necessary for youth with special needs?

What are the training needs for staff?

Do programs and perspectives need to be adapted for high risk youth? How do such adaptations affect final outcome of service programs?

## **11:30 – 12:30 p.m. Working Groups**

### Working Group Facilitators:

*Roger Landrum*, Director, Youth Service America and *Chris Glancy*, Glancy Associates, Indianapolis, IN

*Maria Nagorski*, Deputy Director, NCPC, and *Dave Uberto*, Director, Indiana Girls School

*Lisa Patterson*, Youth as Resources State Project Coordinator, NCPC and *Larry Brown*, President, WAVE

*Paula Allen*, Director, Youth as Resources, Indianapolis, Indiana and *Gloria Primm Brown*, Program Officer, Carnegie Corporation of New York

### Working Group Task Assignment

Participants will form four groups: two will focus on community-based organizations and service learning; two will focus on special populations and high risk youth

The working groups will react to the panel discussion and focus on:

- 1) Key points of the panel discussion
- 2) Unanswered questions
- 3) Recommendations to the field regarding these issues.

Groups will report out after lunch.

## **12:30 – 2:00 p.m. Lunch**

During lunch, youth participants in YAR will share their experiences and show a short video on YAR.

### Moderator:

*Lisa Patterson*, Youth as Resources State Project Coordinator, NCPC

## **2:15 – 2:45 p.m. Working Group Reports**

Each of the four working groups will report in 5–7 minutes, the results of their discussion.

## **2:45 – 4:15 p.m. Panel Discussions**

### ◆ Panel Three: Evaluation

Intent: *Paula Schmidt-Lewis*, President, PSL, Inc., will report on the two YAR evaluations, describing the process and outcomes of both the longitudinal study of YAR participants and the study of YAR on youth in state care. Respondents will examine the status of evaluation in the field as a whole — its strengths and weaknesses — and suggest ways to make the best case for youth service.

Moderator:

*Willis Bright*, Lilly Endowment

Respondents:

*Joan Schine*, Director, National Center for Service Learning in Early Adolescence

*Karen Pittman*, Director, Academy for Educational Development

Paula Schmidt-Lewis will make a 30 minute presentation on the results of the two most recent studies of Youth as Resources. She will describe the criteria, the process, and the outcomes, then describe key issues related to special populations. Respondents will each have ten to fifteen minutes followed by 30 minutes of questions and answers.

Respondents will focus on:

What do these results tell us about the state of the art in evaluation of youth service?

What more is needed to make the best case for youth service?

**4:15 p.m. Final Session: Summary Observations/Comments**

*Susan Stroud*, Senior Advisor to the Director, Office of National Service (invited)

*Catherine Milton*, Director, Commission on National and Community Service

**4:45 p.m. Closure**

*Jack Calhoun*, Executive Director, NCPC



# National Crime Prevention Council

*To enable people to prevent crime and build  
safer, more caring communities.*

February 22, 1993

Susan Stroud  
Senior Advisor to the Director  
Office of National Service  
Room 145, OEOB  
Washington, DC 20500

Dear Susan:

Thank you for agreeing to take part as a panelist for the National Forum on Youth as Resources March 8. The agenda is an exciting one, and your panel should provide many insights and ideas for participants.

The response to our invitations has been overwhelming. In fact, we have already reached our limit of nearly 100 participants, and have started a waiting list. If you plan to distribute materials, you should allow for 100 people.

Enclosed you will find a detailed agenda. As you can see, it is chock-full and rigorously scheduled, but we think the end result will make it worth the effort. Please review the agenda carefully and note your panel's description, timelines, and key questions. We request that you closely adhere to the agenda.

We have also enclosed two evaluation studies on Youth as Resources. The results truly show the breadth and the promise of the YAR approach. I hope you will read these reports before March 8th, as these will be the subject of the afternoon session.

If you have any questions or concerns, please call me as soon as possible at 202-466-6272, ext. 151. I will also try to touch base with you the week of March 1st to finalize plans. If you have logistical questions or need audio visual equipment, please call Judy Kirby at ext. 146.

I look forward to seeing you on the 8th and thank you again for your time, effort, and willingness to share your expertise in order to make this a successful event.

My best,

A handwritten signature in blue ink that reads "Maria". The signature is written in a cursive, flowing style.

Maria T. Nagorski



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Business Consultant  
Miami, Florida

Carole Hillard  
South Dakota State Legislature  
Rapid City, South Dakota

Robert P. Keim  
President Emeritus  
The Advertising Council, Inc.  
New York, New York

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La Quinta, California

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President  
The Los Angeles Alliance for a Drug Free Community  
Los Angeles, California

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Sara Lee Corporation  
Chicago, Illinois

**Counsel**  
Lawrence Z. Lorber  
Verner, Lipfert, Bernhard, McPherson and Hand  
Washington, DC

**Executive Director**  
John A. Calhoun

†Advisory Directors

February 16, 1993

Susan Stroud  
Office of National Service  
The White House  
Old Executive Office Building  
Washington, DC 20500

Dear Susan:

The Lilly Endowment Inc. and the National Crime Prevention Council cordially invite you to participate in a national forum on Youth as Resources (YAR) and three major issues in the youth service field. The forum will be held on March 8, 1993, in Washington D.C. at the Washington Vista Hotel, 1400 M Street, NW, Washington, DC 20005, (202) 429-1700.

The forum is spurred by recent developments in the youth service field including:

- ◆ Results from the just completed evaluation of the Youth as Resources program;
- ◆ the recent conference on service learning held by the DeWitt Wallace-Reader's Digest Fund; and
- ◆ publication of the Carnegie Council's pathbreaking *A Matter of Time: Risk and Opportunity in Nonschool Hours*.

The evaluation of YAR showed stunning results: Youth increased in self-esteem and self-confidence; they manifested greater social awareness and empathy; and almost 50% reported education gains! YAR participants have:

- ◆ designed and run almost 1,000 community service programs;
- ◆ worked out of all types of organizations — schools, libraries, Boys and Girls Clubs, churches, housing authorities, probation departments, and grassroots community organizations;
- ◆ tackled every issues about which society is concerned,

- ◆ from illiteracy and homelessness to child abuse, domestic violence, and pollution; and benefited the lives of thousands of individuals.

For the last two years, NCPC has applied the YAR philosophy and model to youth both troubled and troubling, girls sentenced to the Indiana Girls School, and youth, via the department of social services, assigned to a consortium of group homes. But the undergirding philosophy is the same: youth have strengths; they have something to give, and, provided the opportunity, want to give. Our chronic focus on pathology has often blinded us to the strengths of youth, their idealism, and their desire to play positive roles in the community.

YAR's apparent success and the focus on national youth service raise issues of critical importance to the whole service field, whether service programs are based in corps, college, secondary schools or the community (including social services and the criminal justice system).

FORUM PURPOSE: Using YAR as a springboard, the forum will address three crucial issues:

- ◆ investing community organizations in youth service and providing linkages to schools;
- ◆ special populations and youth service
- ◆ evaluation issues in youth service.


FORMAT: The forum will gather together a diverse mix of youth service providers and policy makers. The format will encourage active participation and provide opportunities for the exchange of ideas and problem solving among participants and presenters.

YAR will act as the prism through which broader issues in youth service will be viewed. Panel presentations will be followed by working groups which will explore issues in depth and bring back results to the total conference with key findings and recommendations for how we can move the field forward. A detailed agenda is attached.

Space is limited. We have only 75 available places which will be on a first come first served basis. Please return the enclosed registration form as quickly as possible but no later than Feb 8 to ensure your place. If you have any questions call Maria Nagorski, NCPC, Deputy Director, at (202) 466-6272, ext. 151, (or fax (202) 296-1356). For logistical information, please call Judy Kirby, ext. 136.

We look forward to working with you on March 8.

Sincerely,



John A. Calhoun  
Executive Director

Enclosure

P.S. NCPC will cover all conference costs, materials and food. Participants are responsible for any travel or lodging costs. Attendees will receive copies of both evaluations: the longitudinal study and the evaluation of the "Special Initiative" participants — those in group homes and correction settings.

A.P.S. How lucky they are to land you.  
Best,  
✓

# AGENDA

## Opening Session

- ◆ Welcome and Overview of Youth as Resources (YAR)  
*Jack Calhoun*, Executive Director, National Crime Prevention Council
- ◆ YAR: Its Importance  
*Willis Bright*, The Lilly Endowment
- ◆ The Forum: Purpose and Structure  
*Maria Nagorski*, Deputy Director, National Crime Prevention Council

## Panel Discussions

- ◆ Panel One: Investing Community Organizations in Youth Service

Intent: Panel will focus on how and why community-based organizations become invested in service, how we can increase their participation, and how linkages can and do get made with school-based service movements.

Moderator:

*Jack Calhoun*, Executive Director, NCPC

Presenters:

*Phyllis Kincaid*, Director, Youth Resources, Evansville, Indiana

*Kathleen Kennedy Townsend*, Director, Maryland Student Service Alliance,  
Baltimore, MD

*Bill Batson*, Director, Teens as Community Resources, Boston, MA

- ◆ Panel Two: Special Populations

Intent: Respondents will explore how young people in high risk situations can be brought into various service programs and whether programs and philosophies need to be adjusted to fit their special needs.

Moderator:

*Maria Nagorski*, Deputy Director, NCPC

Presenters:

*Chris DeBruyn*, Commissioner, Indiana Department of Corrections

*Todd Clark*, Director, Constitutional Rights Foundation, Los Angeles, CA

*Keith Canty*, Director, DC Youth Corps

## Working Groups

Groups will work on the issues raised by the panels and will report out after lunch.

## **Working Group Facilitators:**

*Roger Landrum*, Director, Youth Service America and *Paula Allen*, Director, Youth as Resources, Indianapolis, Indiana  
*Maria Nagorski*, Deputy Director, National Crime Prevention Council, and *Dave Uberto*, Director, Indiana Girls School  
*Chris Glancy*, Glancy Associates

## **Lunch**

During lunch, youth participants in YAR will share their experiences.

Moderator: *Lisa Patterson*, State Projects Coordinator, Youth As Resources, Indiana

## **Reports from morning session**

### **Panel Discussions**

#### ◆ Panel Three: Evaluation

Intent: *Paula Lewis*, President, PSL, Inc., will report on her evaluation of YAR, process and outcomes, both for community YAR participants and for youth in state care. Reactors will look at the status of evaluation in the field as a whole — strengths and weaknesses — and suggest ways to make the best case for youth service.

Moderator:

*Willis Bright*, Lilly Endowment

Reactors:

*Joan Schine*, Director, National Center for Service Learning in Early Adolescence

*Karen Pittman*, Director, Academy for Educational Development

## **Final Session**

Summary Observations

*Catherine Milton*, Director, Commission on National and Community Service

*Sam Halperin*, Director, William T. Grant Foundation

REGISTRATION

THE LILLY ENDOWMENT and THE NATIONAL CRIME PREVENTION COUNCIL  
(Youth as Resources)

**National Forum**

March 8, 1993  
8:45am - 4:45pm

HOTEL

Washington Vista Hotel  
1400 M Street, NW  
Washington, DC 20005  
(202) 429-1700  
(202) 785-0786 (fax)

NAME: \_\_\_\_\_

TITLE: \_\_\_\_\_

ORGANIZATION: \_\_\_\_\_

ADDRESS: \_\_\_\_\_

TELEPHONE: \_\_\_\_\_ FAX: \_\_\_\_\_

Please fax or mail registration to Ms. Judy Kirby at NCPC, 1700 K Street, NW, Second Floor, Washington, DC 20006, fax (202) 296-1356. For issues and content, contact Maria Nagorski, at (202) 466-6272, ext. 151.

Please respond no later than February 8, 1993

# OPINION • COMMENTARY

## An Invitation to Adult Citizenship

By JACK CALHOUN

I sit in my Virginia home two miles from the Potomac River and gaze with a certain envy toward the Maryland shore. The Free State has made an extraordinary statement about its belief in civic health and staked a claim on a healthy civic future.

Young people in Maryland are being asked, at some point within their high school careers, to spend a total of 75 hours — roughly two work weeks in the adult world — in service that benefits the community. We have many assets in Virginia, but nothing like this one.

Maryland's General Assembly has been asked to overturn this modest but remarkable requirement for high school graduation. If the state backs down from its landmark commitment, then teens, adults, and children across Maryland will be much the poorer for it. This requirement is a marvelous invitation to adult citizenship. To withdraw the invitation closes a bright, positive avenue available to — and beneficial to — every kind of youth.

In a world rife with fragmented families and anonymous neighborhoods, youth need opportunities to give, to bind themselves positively to the community, to try on adult roles in a supportive climate. The community needs to send the message that these youths are needed, that their skills are valued. Every kid aches to belong, to feel needed, to sense that he or she can make important contributions. Maryland's Board of Education saw this need and met it.

School-linked service also builds self-esteem. Research is clear that a sound sense of self-esteem is a key to averting self-destructive behaviors like delinquency and drug use. Moreover, our typical yardsticks for measuring success in school — academics, athletics, popularity — measure

only what a relative few can give. Community service measures all by what each can and does give.

Are teachers facing too many demands on their time? Then let students help plan and lead the activities. Youth as Resources (a program created by the National Crime Prevention Council that is now seven years old in more than a dozen cities) has proved that honor students and near-dropouts, band members and basketball players, kids with records and kids who collect records can and do assume leadership roles in developing service projects, if given the challenge. The effects are remarkable and long-lasting, evaluation has shown.

Are schools overworked? Bring in community partners who can help

manage and expand the process. Housing authorities, neighborhood associations, law-enforcement agencies, Boys & Girls Clubs, 4-H Clubs, Scouts, and many more have hosted and managed service activities conducted with and by youth. And they've benefited as much as their young partners. Youth groups have enriched their own programs by engaging in community-service efforts that could be compatible with the state's requirements.

Are students overworked? Community service lets them finally put their skills to use; it should not be depicted as another "lesson." It's a chance to take some initiative, to try out some skills, to get something done in the "real world" with those skills they have been acquiring for 9

to 12 years. It can be woven into established curricula. The experience gained by young participants can offer active, vital testimony to prospective employers and colleges.

Youth working as resources for their communities — which Maryland's program has the potential to become — have tackled every kind of social issue about which the adult community is concerned, from AIDS, hunger, literacy, teen pregnancy, dropping out and more. They've made a real difference in communities around the nation, a difference that Maryland can realize on an unprecedented scale if it helps its young citizens develop the habit of the heart that is community service.

Don't put down the torch of civic concern that your state has lighted and raised high. To paraphrase an old commercial, "Try it; you really will like it."

**Jack Calhoun is executive director of the National Crime Prevention Council.**



**TAKE A BITE OUT OF  
CRIME**

# National Crime Prevention Council

To forge a nationwide commitment by people acting individually and together to prevent crime and build safer, more caring communities.

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Washington, DC

**Executive Director**  
John A. Calhoun

†Advisory Directors

June 15, 1993

*file*

Susan Stroud  
Senior Advisor to the Director  
Office of National Service  
White House  
OEOB-145  
Washington, D.C. 20500

Dear Susan:

Once again, we thank you for sharing your views and experiences at the National Forum on Youth as Resources. The day was certainly a productive one, and you played a large part in its success.

Enclosed are *Highlights* of the forum, in which we summarize the content of the day's discussions. Our challenge in this publication was to capture the essence of the presentations as succinctly as possible. I hope we have represented the proceedings in a clear and accurate manner. Your feedback is welcomed.

If you are interested in receiving additional copies of *Highlights*, please let us know quickly, as only limited supplies are available.

Your ongoing efforts to improve the youth service field are appreciated. I look forward to hearing from you.

Best wishes,

*Maria*

Maria Nagorski  
Deputy Director