

Youth Development Institute's Beacons Young Adolescent Initiative:

Evaluation Update

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*** Key Evaluation Findings 2008-09 ***

With some expected challenges, the complex, multi-faceted implementation of BYA continued to proceed effectively and to realize many important initiative outcomes. Most of the BYA Beacons achieved full involvement in the initiative. There were substantial approach and program changes, especially in New York, and there were definite increases in participation.

- **BYA now includes 10 Beacon partners actively implementing the initiative:** three Practice Development Beacons in New York City, three Practice Development Beacons in San Francisco, one Hybrid Beacon in New York City and three Documentation Beacons also in New York. All have the capacity to undertake BYA work and though are at different stages of involvement, all are moving forward with implementation.
- **In both New York and San Francisco, the BYA Beacons enrolled substantial numbers of youth during 2008-09. All seven of the NYC BYA Beacons served more than the DYCD required 200 participants** (aged 12 – 14). Similarly in San Francisco, though there is no external requirement, the two Beacons with the longest BYA affiliation each served more than 650 participants.
- **Enrollment increased overall for the BYA Beacons in New York City.** During the school year, the total number of participants at NYC PD Beacons increased by 18%. Enrollment also increased by 22% at the Hybrid Beacon and by 12% at the Documentation Beacons.
- **More than 40% of the 9 – 13 year old BYA participants enrolled during 2007-08 were retained by the Beacons for participation during 2008-09.** This included about 24% of those at the PD Beacons where retention is still a challenge, 48% of those from DOC Beacons, and 51% of those from San Francisco.
- **Attendance improved for all of the New York City BYA Beacons and began to improve in San Francisco. There was also a definite shift regarding intensity of participation.** This shift was especially pronounced for the PD Beacons in NYC, but it occurred at the PD, Hybrid, DOC and SF BYA Beacons as well.
- **Important practice shifts occurred at four of the Practice Development Beacons with the longest and/or the most stable involvement in BYA.** In New York, this included continued strategic re-structuring of programs to focus services for middle school-aged youth, and in all three sites it involved fully engaging BYA teams, initiating new recruitment strategies and activities especially geared for the BYA population and important sub-populations such as girls or hard-to-reach youth, and modifying staff roles to focus on the target population. Program activity options for middle-school aged youth expanded at all four Beacons, and became increasingly unified at three of the four.

- **Each of the three Documentation Beacons finished documenting a promising practice and reporting about it to other New York and San Francisco network members and affiliate** (all promising practice documents are available for review from YDI).
- **YDI continued to convene New York City Practice Development and Documentation Beacons throughout 2008-09. A marked improvement in the usefulness of Network meetings was also cited by all BYA Directors.** Their work became more intentional and always included time for the two types of Beacons to work separately and together. All procedures regarding BYA interaction in New York became more application focused and the groups used the meetings to participate in initiative-wide training and technical assistance, address topics of interest and allow for Cross-Beacon exchanges.
- **YDI developed/modified training regarding outcomes-based planning and staff supervision and meeting practices for BYA staff.** YDI provided intensive training to all New York City BYA Beacons, and there was substantial evidence that the Beacons applied the training to definite practice changes at their Beacons.
- **YDI developed and delivered the second national BYA Conference on Participation and Engagement of Young Adolescents.** This brought together Beacon Directors, supporters and staff from multiple Beacon cities to learn about and discuss important strategies for serving the target population. **Conference participants described the event as transformative, and BYA Beacon attendees all reported they implemented some actions based on their experiences.**
- **YDI and SFBI continued to develop roles as intermediaries and to finalize internal clarification of staffing strategies as well as interaction structures for working with dual sites.** Both sites acknowledged substantial cohesion regarding combined work. Network development, though complex, and always challenging, proceeded. Both intermediaries were acknowledged by BYA officials from both sites as supportive and helpful regarding BYA implementation.
- **YDI continued to explore other opportunities for initiative expansion together with SFBI and both intermediaries ramped up their focus on issues of initiative sustainability.** There are still challenges to contend with, but the initiative definitely advanced toward full implementation and outcomes were realized.
- **All 10 BYA Beacons have formed teams to take on BYA challenges. The teams are expected to move BYA from a project to a concerted, integrated effort to modify and maintain practices so young adolescents are recruited, retained and better served. The BYA intermediaries have established extremely effective mechanisms for supporting this work and all BYA Beacons enter the next phase of the initiative in a position of particular strength. Opportunities to continue this work would benefit the larger Beacon community as well as other national youth-serving organizations.**

1. Introduction

1.1 Background of the BYA Initiative

The Beacons Young Adolescent Initiative, funded by Atlantic Philanthropies (APS), is a four-year initiative of the Youth Development Institute (YDI). The initiative seeks to improve outcomes for young adolescents (ages 9-14) by increasing their participation, engagement, and retention in high quality activities at the Beacon centers.

Beacons are community centers—located in public schools and operated by community-based organizations (CBOs)—that offer a range of activities and services to participants of all ages before and after school, in the evenings, and on the weekends. YDI promotes best practices among Beacons and other out-of-school-time (OST) programs through training, technical assistance, and development of materials. Through national partnerships, YDI assists numerous cities throughout the country in establishing and strengthening Beacons and other OST programs.

Through the Beacons Young Adolescent Initiative (BYA), participating Beacons are expected to improve their practice and capacity to serve this important age group. As stated in official YDI documents, the BYA initiative has defined the following objectives regarding improvement of participation of young adolescents in out-of-school time programming:

- Increase the knowledge of Beacons as to why some youth participate and why some do not.
- Increase the participation levels of youth and engage youth who are not currently participating (i.e., those who the Beacons identify as “hard to reach”).
- Strengthen the capacity of YDI and SFBI (the San Francisco intermediary) to improve the quality of Beacon services to young adolescents.
- Apply and disseminate lessons learned from this work.
- Strengthen policies geared towards young adolescent in the initiative cities as well as nationally.

As of May 2009, a total of 10 Beacons are participating in the initiative – seven located in New York City, and three located in San Francisco. Of the seven New York City Beacons three are Documentation Beacons, three are Practice Development Beacons, and one (previously a Documentation site) is identified as a hybrid Beacon.¹ All of the San Francisco Beacons involved directly in BYA are Practice Development Beacons, but representatives are expected to use their experiences to educate all eight of the San

¹ The roles and requirements for Documentation and Practice Development Beacons are clarified in the initial evaluation report and in updated form in the December 2007 YDI report to APS. Extent of involvement for Documentation and Practice Development Beacons in the BYA initiative is outlined in the June 2008 YDI report to APS. Updated information about the roles and requirements for the hybrid Beacon were included with December 2008 Evaluation Update report.

Francisco Beacon programs. All of the Beacons in both sites are expected to significantly improve the quality of their work with young adolescents and increase and expand participation. YDI is bringing the lessons from its work in NYC to the wider community of 80 Beacons by engaging DYCD, its technical assistance contractors and by providing forums and materials to the entire network.

The BYA Initiative is overseen by YDI (the BYA intermediary) which also serves as the intermediary for the New York City site. The San Francisco Beacon Initiative (SFBI) serves as the intermediary there. The goals of BYA include capacity development for intermediary organizations as well as Beacons. The Intermediaries administer funds, coordinate implementation and network establishment and provide training and oversight. The BYA Intermediary (YDI) also oversees and coordinates site interventions and the evaluation, and disseminates information on lessons learned.

As of May 2009, BYA concluded its third program year.² Prior to this there was a planning period (June 2006 through December 2006), an extended planning period (January 2007 through May 2007), and year one of implementation (June 2007 – May 2008). The third BYA program year began in 2008. **This evaluation report covers the third BYA program year and constitutes an update from December 2008.**

1.2 Structure and Changes: BYA Initiative New York City

Throughout 2008-09, BYA supported three Practice Development (PD) Beacons, selected based in part on need, three Documentation (DOC) Beacons, and one PD/Documentation Hybrid site in New York City. Additional details about the BYA Beacons and BYA context are available in the Beacon summaries in the appendix of this report and in prior YDI and OMG Evaluation reports. Several contextual factors changed during 2008-09 including key staffing changes.

PRACTICE DEVELOPMENT BEACONS	DOCUMENTATION BEACONS
*Beacon 1	*Beacon 5
*Beacon 2	*Beacon 6
*Beacon 3	*Beacon 7
HYBRID BEACONS *Beacon 4 Practice Development Beacons were selected to address challenges with participation, engagement and/or retention. Documentation Beacons have expertise in different aspects of some or all of these. The Hybrid Beacon is also addressing challenges related to participation, engagement and retention, while continuing to document a promising practice.	

² YDI's first funding year of BYA was April 2006 – March 2007. The second year of funding began in April 2007 and third in April 2008. This report covers activity in alignment with the Beacon calendar, coinciding with the 2008-09 school year (with a focus on the winter/spring semester that followed the most recent update).

- In winter 2009, BYA Initiative Director Walis Johnson resigned from her role and left YDI. Sarah Zeller-Berkman, BYA Program Officer, stepped into the position as Director of Beacons National Strategy Initiative while continuing to provide technical assistance to the Practice Development Beacons in NYC. Evidence from interviews indicated that the transition was smooth and productive. Beacon staff members and Directors respond positively to Zeller-Berkman and interviewees indicated having a clearer vision of the initiative under her direction.
- In response to their ongoing challenges and interest in trying new strategies regarding participation, engagement and retention, the BYA status for Beacon 4 shifted. Throughout most of the 2008-09 program year they operated in a “Hybrid” status working together with the other PD Beacons to address participation, engagement and retention and programming change, while also working to document a promising practice.
- YDI and the BYA Initiative in particular continued to have a productive relationship with DYCD officials. DYCD has invited BYA Beacon Directors and staff to provide insights regarding their ongoing middle school focus and to comment on Beacon Online decisions. In January 2009 they participated in a meeting with BYA Beacon Directors and OMG Evaluation team members to hear project evaluation results to date and to discuss Beacon Online challenges and modification needs.

1.3 Structure and Changes: BYA Initiative San Francisco

The San Francisco Beacon Initiative (SFBI) has been involved in the BYA Initiative since spring 2007 when San Francisco was named the second initiative site. YDI and SFBI operate BYA in the two cities using a reciprocal approach; the locations share strategies and lessons learned with one another, utilizing what is developing across the country to help inform local work.

In 2008-09, there were notable changes in the context in which the SFBI operates.

- Midyear, SFBI hired MiRanda Besancon as Project Coordinator. While Asha Mehta the SFBI Director continued to provide strategic oversight for all Beacon efforts, MiRanda is charged with day-to-day responsibilities for the Beacons, including BYA participation and coordination of technical assistance delivery to BYA Beacon Directors and staff.
- SFBI has maintained a positive relationship with the Department of Children, Youth, and Families (DCYF) in San Francisco and especially its recent director, Margaret Brodtkin..³ Maria Su, formerly DCYF Deputy Director was named Director, spring

³ Brodtkin, Director of DCYF since 2005, chaired the Beacons Steering Committee throughout 2007 and 2008 and was a passionate and even somewhat outspoken advocate for children, youth and families. She was also a strong supporter of the Beacons. After over four years of service as Director of DCYF, she was asked by the Mayor to step down. She left to become Director of the New Day for Learning Initiative, a collaboration among city, school and community partners that is being funded, in part, by the Mott Foundation. (San Francisco was one of only two large cities to be awarded the full New Day for Learning grant.)

2009. Her relationship to the SFBI was seen as positive and supportive, but still very new.

- SFBI added Beacon 10 to the BYA Initiative in spring 2009. See box below for more information.

SAN FRANCISCO BEACON SELECTION CHANGES

During the 2008-09 year, a Beacon rotated out of its status as a Practice Development Beacon. Beacon 10, which already had some experience with the BYA Initiative after applying for a Beacon opening in spring 2008 and regularly attending network meetings and any other BYA functions that were optional, was selected as the replacement Beacon in spring 2009.

Beacon 10

Beacon 10 operates out of two public school sites. The Beacon offers a range of programming for its community, including the following youth activities: homework help, girls group, hip hop dance, hip hop summit, beat making, cooking, martial arts, basketball, yoga, and flag football. It also offers a Midlife Program designed specifically for middle and high school youth.

2. Data Collection/Analysis: Fall 2008, Winter/Spring 2009

The OMG Center for Collaborative Learning (OMG) has been engaged to conduct a multi-year evaluation of the Beacons Young Adolescent initiative (2006-07 start-up, 2007-08 and 2008-09 program years; 2009-10 final program year SF, sustainability and transition all BYA Beacons). The evaluation is designed to document and assess changes in practice at Practice Development Beacons and their CBOs, as well as changes in the participation of young adolescents at the Beacons. The evaluation is also designed to document and assess how: 1) BYA strategies are delivered by YDI and SFBI; 2) how Documentation Beacons inform the initiative and are influenced by the initiative and 3) how partnering organizations in the BYA initiative work together. (For additional details regarding the evaluation, including a list of evaluation questions, please see OMG's BYA Evaluation Design Summary and Evaluation Framework.)

This interim evaluation report covers the third Beacon program year (summer 2008 – May 2009). The report addresses the following: 1) changes in BYA context in New York City and San Francisco; 2) evaluation data collection 2008-09; 3) interim findings about context and practice changes and intermediary promotion of change; 4) BYA progress and challenges and 5) youth participation. The report ends with a brief summary assessment of the BYA Initiative as it concludes the 2008-09 program year, and a section discussing Issues for Further Consideration including next steps for the evaluation.

OMG's data collection and analysis activities during this program year included:

- Review of YDI's program information including monthly summaries of meetings and other activities, training, relevant literature and other documents.

- Interviews and regular communication with the BYA Initiative Director and SFBI Director (throughout 2008-09).
- Visits to Practice Development Beacons in New York City where Directors, key staff, and in some cases other stakeholders, were interviewed and site operations were observed (fall 2008 spring 2009, New York City). Focus groups with youth (spring 2009).
- Phone update interviews with SFBI Beacon Directors (fall 2008, spring 2009).
- Observation of and presentation at a Network meeting in New York City, facilitation of data use session (fall 2008).
- Observation of and presentation at the annual BYA Initiative Conference in San Francisco (winter 2009).
- Presentation of findings from the full 2007-08 BYA Evaluation report and Fall 2008 update to the assistant Commissioner and several key staff from DYCD. This included facilitation of discussions of Beacons Online strengths and challenges.
- Collection and analysis of available young adolescent enrollment and attendance data from all BYA Beacons.

3. Interim Findings⁴ (2008-09)

3.1 Changes in BYA Context New York City/San Francisco

Despite opposition from some Beacons in New York City, DYCD maintained its contracting requirements for PY 2008-09 but plans changes to the Beacons Online reporting system in response to feedback from sites. Since fall 2007, Beacons have been contractually obligated to focus their DYCD-supported efforts on middle-school aged participants. There had been pushback from some NYC Beacons about the change in expectations, with Beacons citing that they face struggles associated with trying to sustain quality services to younger children and other adults while attempting to meet new service hour and involvement benchmarks with the target age group. Despite the pushback, DYCD maintained participation standards and required in 2008-09 that Beacons serve 200 youth in grades 5 through 8 for 216 hours per year (summer, fall, and spring). In response to the pushback, however, DYCD plans to make changes to participation tracking strategies and to the Beacon Online database in response to BYA Beacon advocacy. The changes, which include revisions to the use of “targeting” and the definition of official activities are expected to be discussed further and perhaps implemented as early as the 2009-10 program year. YDI has worked to get DYCD to understand why these modifications are important for the Beacons program operation.

Nine of the ten BYA Beacons continue to enjoy substantial support from their lead agencies. At most sites, supervisors were involved with the work of BYA at their Beacons. With one exception, Practice Development Beacon Directors from both San Francisco and New York described their supervisors as supportive and abreast of the work at their Beacons. As in the past, senior agency staff members from the Documentation Beacons

⁴ See also the appendix for individual Beacon site visit reports.

played very direct roles with the initiative as well. At one Beacon, changes at its lead agency led to limited support for the Beacon. The agency was in a period of transition throughout much of 2008-09. This included the appointment of a new division director who came with many important skills related to development and marketing but less direct experience with Beacon programming for young adolescents.

During 2008-09, all but one of the Practice Development Beacons enjoyed a supportive relationship with its host school(s). Two of the PD Beacons experienced greatly improved relations.

- Beacon 1 shares a building with two schools. While the relationships were not especially supportive in the past, and with the former principal, the interactions now have decidedly improved. The Beacon has continued support from both principals and school staff including teachers, security guards, and secretaries. During spring 2009, the Beacon coordinated a joint block party with interested school staff to continue relationship building with the schools and to encourage the community to view the schools and Beacon as collaborating entities. The new principal has acknowledged the positive work that the Beacon has done and is trying to involve them more officially in other contracted afterschool programming.
- Beacon 9 now enjoys a greatly improved relationship with both its Middle School host and the High School that initiated operations there this year. Both institutions are involving their students in Beacon activities and this has supported their ladders of leadership efforts. For fall 2009, however, there are concerns that a forced move to alternative space will disrupt the currently positive relationship. (The Beacon may have to exchange space with an academic program that has very strict guidelines regarding room sizes. The new location is farther from the central area of the school, and smaller, so not optimal for the Beacon.)
- Beacon 8's sites all continue to benefit from positive relationships with school staff. Interviewees reported strong partnerships with the principals who have become Beacon advocates, and evidence indicated that the increasingly positive relationship is due, in part, to the Beacon's unwavering commitment to the schools. The Beacon has provided its schools with track equipment, track and drama coaches, and upgrades for the auditoriums. Beacon staff have become involved in the Parent Teacher School Associations and held luncheons for the schools' teachers. The schools have provided the Beacon with additional space and resources and teachers have been promoting Beacon attendance in their classrooms. Additionally, the Beacon's Director of Satellite Sites was invited to join a school's Leadership Team for the 2009-10 year.
- Beacon 10 has two school sites. The Beacon Director reported positive relationships with both, especially its hub school. The Director is collegial with the principal and teachers and is provided dedicated space for programs as well as liberal use of classrooms, auditorium, kitchen, and yard spaces. As the Beacon has expanded its programming and has grown in size, the school has provided additional spaces to accommodate the changes.

- At Beacon 2, a series of school transitions led to sustained – although not optimal – support. The dissolution of one school and the introduction of another were smooth and did not adversely affect the Beacon or participation by local youth. The new school administration is supportive of the Beacon, but as reported by the Beacon Director, they are not clear about the power of the Beacon to support students, the school and the community. The other on-site school with potential BYA participants, remained less involved with the Beacon than in its first year (when they collaborated with the Beacon to operate electives and recreation). The school is growing (a new grade was added in 2008-09), and the principal maintains a supportive attitude, but only some students avail themselves of Beacon services.
- Beacon 3's relationships with its host schools, though better in some regards, continued to be challenging. The Beacon Director and staff reported having good relationships with the custodian and safety officers at the school, but described the campus manager as not especially supportive. Midyear, the Beacon program was asked to use only the cafeteria and to give up the space they occupied on the 2nd floor during the afterschool hours). By late spring, the Beacon had switched allegiances to another principal and school and had moved its extra space to another floor. The Beacon was forced to clarify again how programming assists students, including current and future high school students.

3.3 Changing Practice – San Francisco Beacons

Throughout 2008-09, all three of the BYA Beacons continued to offer a range of stimulating, age-appropriate activities to youth 9-14 years old. Two of the Beacons and at some sites, expanded their programming to increase activities as compared to previous years. All three Beacons offered structured academic programs that are mandatory for Beacon participants as well as a broad variety of enrichment activities that young people choose. Beacon 9 continued to offer its Wellness Program, and Beacon 10 ran a Midlife Program for the target age group. In 2008-09, Beacon 8 implemented discipline-based academies. Participants rotated through these intensive 9-week programs focused on a particular topic such as cooking, beat making, or hip hop dance. The Director and Community Partner Director reported that though this was a major change in structure and required involvement for youth, the academies were reportedly successful and well-received in their initial year. The Beacon plans to continue this strategy for PY 2009-10 and expand them to the high school program.

The three San Francisco Beacons are at very different stages vis-à-vis BYA, but all have made significant progress.

- Although Beacon 8 joined BYA as a full implementation partner in late 2007, it moved quickly to plan and implement a BYA strategy. As mentioned above, it implemented its academy programs in 2008-09, which represented a major BYA-inspired change in approach. Interviewees indicated that while participation may have been somewhat lower than in the past years due to this major strategy change, the academies are engaging new young people and helping to retain current participants

(see also section 5). Implementing similar academies for the high school program is expected to allow participants to receive greater depth in a particular discipline and to serve as links between the middle and high school programs. The academies have also been well-received by school leadership, who are reportedly showing increasingly more support for the Beacon.

- BYA's newest Beacon has embraced its BYA status, developed strategic goals for 2009-10 and restructured its program within its first few months in the initiative. The Beacon has established a BYA planning team and has already begun meeting with Sam Piha, SFBI's technical assistance provider, to shape their work for the summer and fall of 2009.
- Beacon 9 is the only one of the originally selected SF Beacons to maintain BYA involvement. However, due to both internal Beacon and school site changes, BYA is still in its initiation phase. The BYA team is now fully configured (Director, Assistant Director, Youth Program Director, Director of Case Management, After School Site Coordinator) and both the Director and Assistant Director agreed that it is now a program-centered leadership team. During 2008-09, the BYA team regularly attended network meetings and worked consistently with Sam Piha. They focused during the year on organizational restructuring and getting their staff up to speed. They also began planning for both CIT and ladders of leadership, and expect to test out their plans during summer 2009. Full implementation of BYA strategies is expected fall 2009.

3.4 Changing Practices – New York PD Beacons

The three NYC Practice Development Beacons are at different stages with regard to implementing their BYA plans but all have engaged in outcomes-based planning and introduced new activities and approaches, born of or influenced by BYA.

- Beacon 1 continued to offer integrated programming exclusively to middle-school aged youth. This included two primary group options, Intergenerational Services (IGS) and Counselor in Training (CIT). IGS was a program historically for high school students but through BYA was modified for the middle school-aged group. CIT was developed directly through and for BYA. In addition, for 2008-09, the introduced its Leaders-in-Training (LIT) for its youngest pre-adolescents, which feeds into the CIT program directly. A major goal of BYA for the Beacon was to align its programs internally so that participants would experience the programs and activities as connected. This has now been fully accomplished.
- Inspired by input from youth and from participation in BYA, where they identified females as a hard to reach and under-served population, Beacon 2 continued to operate the activities it developed in 2007-08. This included girls' track and field, sign language, cheerleading, wrestling, martial arts, mural painting, and dance. These activities were reportedly well-received by participants: both youth and staff in

interviews identified these activities as particularly important. Additionally, this year, to address their BYA retention and engagement goals, Beacon staff restructured the program schedule to offer an enrichment activity first and moved mandatory academic assistance to the 2nd period. Additional girls' programming was also added in 2009, including a Girls' Only Gym Class, to continue engaging and retaining this population at the Beacon.

- Beacon 3 continued to offer a range of age-appropriate activities for the target age group in 2008-09. Activities included Art Club, Drama Club, Dance Club, Cooking Club, Step, Bucket Line Drumming, Photography Club, Big Apple Circus training, Chess Club, sports and fun Fridays. The site modified its offerings mid-year to accommodate youth requests and to align more fully with their outcomes-based plan developed in direct response to BYA participation. After trying out a few programming structures, the Beacon settled on grouping participants by gender, limiting the activity choices, and extending the amount of time spent in activities (2 activities/day attended throughout a multi-week cycle). The adjustments resulted in increased attendance and informed strategies for 2009-10.

All three Practice Development Beacons utilized new recruitment and retention strategies for the BYA target population.

- Encouraged through BYA to study and improve outreach strategies, Beacon 1 staff focused recruitment efforts for the target population, on presentations in host school classrooms, word of mouth from current participants, and trial sessions at the Beacon. New in 2008-09, the Beacon implemented "Bring a Friend Week." This recruitment effort was designed to give non-joiners a sense of what Beacon programming is like, for one week, without obliging them to sign up for the program. Beacon staff also held a party for community youth, open to Beacon and non-Beacon participants, to recruit additional participants. The site plans to host a similar event in 2009-2010 and hopes next year's event is in collaboration with its host schools.
- In 2008-2009, Beacon 2 focused on parental involvement to increase retention in the program, linking parental connection to the Beacon with youth attendance. Staff created a parent directory of contact information and sent regular emails to parents/guardians, updating them on activities at the Beacon and providing them with useful and relevant Beacon-related information. Beacon staff also coordinated their first "Meet My Child's Counselor Night" with the goal of engaging parents and, in turn, retaining participants. At the event, parents/guardians were invited to the Beacon to gain an understanding of Beacon programming and interact with their child's counselor. While enrollment numbers for 2008-09 were actually lower than in the past (see Section 5), frequency and consistency of participation was greater. The Director confirmed that they have streamlined the enrollment process and use their parent connections to get enrolled youth immediately into regular programming.

- Beacon 3 staff reported taking a number of steps to increase attendance of and services for youth in the BYA target age range. This included increasing outreach to parents (hosting a “day in the life of participants” so parents/guardians could experience the program) and focused recruitment efforts via outreach to NYCHA participants and at parks, handball courts, and other sites. Additionally, in response to focus groups where participants indicated they wanted more parties, the Beacon is throwing one of the feeder schools a prom (that can be attended by all Beacon participants). Staff has also encouraged current participants to spread the word about middle-school opportunities, conducted school-wide open houses at the feeder middle schools, and are working to develop an incentive program. Additionally, they agreed to continue drop off services so participants are able to safely transition from elementary or middle schools to the high school facility. There are also plans to implement a CIT program at the Beacon in 2009-10. The CIT program will be offered for 5th to 8th graders, but the emphasis will be on the oldest group (identified as part of the group that is least likely to stay connected) who will also have access to stipends.

All three of the New York Practice Development Beacons increased their focus on staff development and supervision to improve services for middle-school aged youth.

In direct response to the training and technical assistance received through BYA, two Beacons have focused on standardizing their training and professional development opportunities and providing supervisors with additional resources to help develop staff. At one Beacon, in addition to traditional staff meetings, staff has one-on-one sessions with supervisors to track progress on individualized professional development goals. Staff at another Beacon also reported improvements in supervision and indicated that consistent trainings and supervision were being provided for all Beacon employees, something that had not happened at the Beacon in the past. The third Beacon’s Director and Program Director also indicated that they had focused on staff improvements during 2008-09. They made major changes to their staff meeting strategies and involved staff in program planning and decision-making in new ways. They plan to more fully implement the staff supervision strategies per their BYA training, Fall 2009.

The New York Practice Development Beacons all reported making other strategic changes.

- Beacon 1 continued to utilize its BYA planning committee to implement the BYA initiative. This group, with technical assistance from YDI, met regularly throughout 2008-09 to ensure progress was being made with respect to the implementation of BYA planning. Interviewees indicated that learning associated with the BYA initiative has been significant at the Beacon and has led to concrete changes including standardization of staff training, development of a consistent communications message, and the use of data to inform programming. The supervision workshops run by YDI’s Sarah Zeller-Berkman were identified as having strongly influenced improvements to training, education, and supervision of staff. Additionally, Beacon staff indicated that while they have always identified their program as one focusing on youth development, they now have the tools to articulate it as such to the broader community. A clear message that youth

development is the staple of the Beacon has been developed for the site through its work with YDI. Finally, Beacon staff indicated their involvement with YDI through the BYA initiative has led to an increased focus on data to inform decision making at their site.

- Through funds contributed by BYA, Beacon 2 hired an evaluator in the 2007-2008 academic year to help track progress and utilize outcome-based planning. After a year of planning with the evaluator, in 2008-09, the Beacon began implementing its planning and assessment framework which included the use of monthly reports and lessons plans. This new planning strategy was identified as useful by the director and key staff, but the reporting and assessment functions have not yet been perfected. Despite some challenges with their new system, interviewees indicated that their involvement with the BYA initiative has led them to focus on participation and engagement in more deliberate and intentional ways and to utilize outcomes-based planning in their work.
- The Director of Beacon 3 noted that the Beacon would not have been able to make the programming changes it initiated spring 2009 without the support of BYA and the technical assistance provided. The changes, which should result in having activities more aligned with the site's outcomes-based planning model, will be more fully implemented in 2009-10, but they were tested in 2008-09 and positively received (enrollment and attendance at the Beacon increased substantially). In addition, the Beacon revised its staff training and meeting practices to include a broader focus on participant outcomes.

3.5 Intermediary Promotion of Change

Both the YDI and SFBI continue to promote change at participating Beacons by convening the BYA sites at regular meetings and offering individualized technical assistance to all Practice Development Beacons.

- BYA sites meet regularly at Network Meetings in New York City and as a Learning Community in San Francisco. In 2008-09, these meetings became increasingly more focused and, as reported by Beacon interviewees, directly applicable to site work. The meetings, which have been restructured to include additional networking time across Beacons and opportunities to troubleshoot Beacon specific issues with colleagues from other BYA Beacons, have helped develop a network of support that Beacons are beginning to feel attached to.
- In addition, intensive on-site work continued in both New York City and San Francisco throughout 2008-09. In both cities, TA providers met one-on-one with Beacon Directors and regularly with BYA planning teams, and facilitated trainings and workshops for Beacon staff. In San Francisco, site visits to other organizations were also included. Feedback regarding the technical assistance was very positive in both cities. Beacons reported gaining value and insight from the focus on their

Beacon's specific issues and through having someone help track progress. All of the PD Beacons in New York City and San Francisco identified specific outcomes associated with the technical assistance, including improved staff supervision of staff, utilization of outcome-based planning, and increased regarding the value of data use to inform programming.

In winter 2009, YDI held its second BYA National Conference on Participation and Engagement of Young Adolescents. YDI hosted this event in San Francisco in January 2009. It was attended by over 100 people representing five Beacon cities: New York, San Francisco, Denver, Philadelphia, and Minneapolis. The goals of the conference were multi-fold. They included: to promote Beacons as a platform for civic engagement and service in the 21st Century; to explore strengths, challenges and opportunities of participation, engagement, and retention of young adolescents through BYA; to help participants understand promising organizational and program practices and learn how they help to attract, retain, and engage participants in quality Beacon programs; and to learn how to better use data to inform programming. YDI and SFBI also built in a session focused on planning to apply learning from the conference. The three day agenda included a performance from young adolescent participants at a local Beacon, introduction from SFBI and DCYF, a keynote address from researcher Milbrey McLaughlin outlining her research project on qualities that attract urban youth to after-school programs and the strategies that promote retention at these settings, and a series of workshops led by YDI and Beacon staff on new strategies, lessons learned, successful practices, and using data to inform decision making. There were also opportunities for reflection and site visits to local Beacon programs. YDI and SFBI also built formal networking into the program and deliberately allowed time for informal cross-Beacon exchanges to promote the network building that is crucial to BYA.

- Attendees reported that the conference was very valuable; all interviewees spoke very highly of the convening, specifically citing the opportunities to network with other sites as positive. Additionally, they were able to identify strategies they pursued when they returned to their Beacons.
- Although Beacon staff reported a slight increase in cross-Beacon exchanges following the January conference, there is no evidence to suggest that the relationships developed at the conference have led to any ongoing programmatic efforts or interactions. Interviewees indicated they still need more formal follow up once they returned to their respective Beacons.

As the initiative proceeded during 2008-09, several strategic actions were undertaken by both intermediary organizations.

Key YDI Strategic Actions, 2008-09

- Moved Beacon 4 from a Documentation site to a Hybrid site so that it could address its participation and retention challenges while still also sharing promising practices with other BYA Beacons.

- Met with DYCD representing the BYA Beacons about facilitating a discussion about Initiative outcomes and needed adjustments to the Beacon Online Data system.
- Promoted Sarah Zeller-Berkman, a highly qualified, internal staff person intimately familiar with the initiative, especially the PD sites, to replace Walis Johnson as BYA Director.
- Continued to facilitate the standardized documentation of promising practices by the Documentation Beacons. These efforts inform both the NYC and SF Beacons as well as those from other cities and other Youth Development programs.
- With SFBI, jointly convened the BYA Beacons and other nationally representative researchers, program administrators and planners.
- Provided oversight to the OMG evaluation team so that meaningful questions could be identified and specific data could be collected and analyzed.
- Continued to work closely with the SFBI and began to address issues of sustainability.

Key SFBI Strategic Actions 2008-09

- Hired MiRanda Besancon to oversee day-to-day responsibilities connected to BYA and the Beacon network.
- Continued working with Sam Piha so structured technical assistance was available to all BYA Beacons.
- Continued convening the Beacon Steering committee and ensuring that Beacon visibility and support remained constant during DCYF administration changes.
- Selected Beacon 10, which had previous experience with SFBI's Learning Communities, to join the BYA Initiative and initiate work immediately.
- With YDI, jointly convened the BYA Beacons and other nationally representative researchers, program administrators and planners.
- Continued to work closely with the YDI and began to address issues of sustainability.

4. BYA Progress and Challenges

The 2008-09 year marked a significant change for BYA. Though change in prior years had been incremental, substantial progress was made on all key elements of the project in 2008-09. Important practice and infrastructure changes were realized at each of the New York

City PD Beacons and the Hybrid Beacon, implementation progressed for all the San Francisco BYA Beacons, all Documentation Beacons documented and presented their promising practices to the field, TA was delivered, received and used, and participating Beacons in both sites fused their efforts as a Network. As detailed in section 5, youth participation and engagement also definitely improved, especially at the NYC PD Beacons.

4.1 Important Accomplishments 2008-09

As described in the individual Beacon reports (see appendix), BYA Beacons from New York and San Francisco actively engaged in outcomes-based planning to address participation, engagement and retention. Further the plans were implemented during the year and/or the planning process helped the PD and Hybrid Beacons further refine their efforts. While all of the PD Beacons had developed workplans as part of their initial BYA efforts, during 2008-09 they learned about and then completed outcomes-based plans using a format and approach promoted by BYA. Directors from all 7 Beacons described the value of this and acknowledged it as a transformative effort in many cases. The results in New York City were very obvious as each PD Beacon and the Hybrid Beacon strengthened and unified their programs and initiated groups or activities to respond to stated needs and interests of varying groups of middle school-aged youth. All three Beacons went from having some ideas of what might make sense in their settings, to having multiple, connected programs specially designed for the target age group. In San Francisco, where the initiative timeline is several months behind NYC, implementation varied. All three Beacons developed outcomes-based plans and one Beacon made major changes to its approach (i.e., initiation of academies) and fully implemented key plan elements. The other two San Francisco Beacons tested out plan elements and readied themselves for a final test in summer and Fall 2009.

Beacon Directors at all 6 PD Beacons and the Hybrid Beacon reported that they had revised their staff meetings and training, and some of the Beacons upgraded their supervision plans as well. Staff at all of the NYC PD Beacons⁵ reported major changes to meeting content, and activities and the relevance of the time spent.

Each of the three Documentation Beacons finished documenting a promising practice and reporting about it to other New York and San Francisco network members and affiliates.

All of the Practice Development Beacons convened their on-site BYA planning teams regularly, reported utilizing technical assistance provided by the intermediaries to inform practice and Beacon decision making, and engaged with the Beacon network at YDI/SFBI convenings. The BYA on-site teams are comprised of the Beacon Director (responsible for BYA oversight) and a diverse staff group, often including staff that work with the BYA target population and those responsible for the online tracking system. Representatives from these BYA teams attend the Network/Learning Community meetings

⁵ Staff from the SF Beacons were not interviewed during the spring 2009 data collection.

where they engage with staff from other BYA Beacons and the intermediary. These groups also meet regularly with their intermediary's technical assistance provider.

In both cities, BYA network meetings were held regularly and were well-received by participants. Unlike prior evaluation findings regarding network meetings (which were considered only moderately helpful at best), Directors and BYA team members from all participating Beacons consistently described the meetings as very useful.

Further they described the meetings as well-developed and focused on relevant topics. Attendees particularly liked the opportunities to brainstorm solutions to specific Beacon issues with other Beacon staff and Directors and opportunities to reflect with their own staffs. The meetings also provided BYA teams with opportunities to receive some technical assistance from their BYA

intermediaries, and interact and network with other BYA Beacon Directors and staff. In New York, the meetings also provided an opportunity for PD Beacons to work together with Documentation Beacons.

“One thing that was particularly helpful was the cross-program sharing on practice issues, followed by time to meet and do work as a team.”

Beacon staff member

The Practice Development Beacons in New York City and San Francisco have begun using their site's enrollment and attendance data to inform recruitment and programming.

The intermediary's technical assistance providers have been working with sites to identify ways to use qualitative data from staff and youth participants coupled with quantitative data from the online systems to inform programming efforts at the Beacons and increase enrollment, engagement, and retention. All six Practice Development sites reported using their data to identify hard to reach youth, track participation trends, and recognize successful activities.

Participation by middle school-aged youth increased (see following section for details).

The BYA Intermediaries jointly developed and hosted the 2nd BYA National Conference, and it was very well received by participating BYA Beacon staff and Directors. All interviewees indicated that the conference had been a powerful opportunity to connect with others and to discuss universal issues related to youth development, programming, funding, and reporting. The conference also helped those who attended “rediscover the roots of Beacons” and to think again about how best to involve youth in the context of their communities.

4.2 Ongoing Challenges

Despite the major gains and accomplishments of 2008-09, BYA also faces ongoing challenges. These are described briefly below to illustrate further the complexity of the BYA undertaking. They should in no way be seen as limiting the definite successes that have accrued to BYA as it begins to enter the final stages of the initial project.

BYA Directors and staff from both cities reported scheduling and timing concerns, and San Francisco interviewees raised questions about BYA Beacon expectations.

- In New York City, attendees reported a significant change in the Network Meetings once a clear vision for BYA was discussed. Interviewees indicated that it took longer than expected for them to understand the mission and goals associated with the initiative, but that once it was clearly articulated by YDI and understood by the network of BYA Beacons, the Network Meetings became directly applicable to their work. As in the past, the scheduling of these meetings is a challenge as schedules, staff composition, and the demands of comprehensive programming make regular involvement for Beacons challenging.
- In San Francisco, BYA Learning Community meetings were held regularly and interviewees indicated that they found the meetings valuable and informative. They also raised a concern, however, about expectations that BYA Beacons have for their work compared to requirements for others in the network. Interviewees noted that SFBI regularly reminded the Learning Community that each Beacon operates in a unique context and that the purpose of the network was to help inform practice and not build competition, but some staff remained concerned that sites compare progress and challenges at their own Beacon to others in the network. As in New York, it is also sometimes difficult for San Francisco sites to attend the meetings given program time and the non-traditional schedules of youth workers.

Networking as a strategy is definitely harder for Beacons with less organizational support. While network opportunities were described as significantly useful for most BYA Beacons, the fit was harder for Beacons whose lead agencies were facing major challenges. Those Beacons lagged significantly in their efforts to revise programs and approaches and fully participate in networking opportunities. In the case of SF, the Beacon that struggled with this most had to discontinue its initiative involvement completely.

Despite the large Beacon convening in January 2009 designed, in part, to increase informal networking among Beacons, cross-Beacon exchanges primarily occurred during official YDI meetings throughout 2008-2009. The Network/Learning Community meetings and January conference provided opportunities for structured cross-Beacon exchanges and site visits. At the conference, there was continued discussion of creating ways to stay connected electronically, and after the conference, YDI disseminated a contact list for attendees. Despite these efforts, Beacon staff and Directors have not regularly connected with the larger network. Few interviewees reported engaging with other sites beyond the conference and meetings and suggested they would wait until the next official YDI convening to reengage with their peers.

Capacity to track enrollment and attendance data in New York City has improved with the continued use of the Beacon Online system, however the Beacons still struggle with best use of it. In fact, in 2008-09 some NYC sites advocated for changes to the system, including additional time and support for correcting errors and backfilling data, changes in definitions and decision-rules regarding what constitutes a “targeted” participant and what constitutes an “official” activity. Additionally Beacon staff questioned the

appropriateness of “CAPPING” an individual’s attendance, changing participants’ status from un-targeted to targeted and “locking” staff out of the system if data entry is not completed by a certain deadline. The issues were raised at BYA Network Meetings, collected by YDI staff, and presented to DYCD with support from OMG and BYA Beacon site staff. The advocacy efforts were successful; DYCD plans on shifting some components of the site to make it more user-friendly. In the mean time, there are still some data inconsistencies (e.g., duplicate records) and dissatisfaction regarding reporting requirements. While PD Beacons are definitely using the information more, the system is still not regularly used as a tool to support reflection.

5. BYA Enrollment, Retention, and Attendance

During the 2007-08 program year enrollment and attendance data were collected and analyzed for the evaluation largely to firmly establish starting points and to help the participating Beacons reveal trends and further inform their planning. During 2008-09, all the BYA Beacons had made substantial progress regarding planning and were implementing changes at their Beacons. Enrollment and attendance data were collected for both New York and San Francisco and are reported here for 2008-09 and in comparison to 2007-08 results. These analyses were designed to help the Intermediary organizations judge the effectiveness of the Initiative overall, to help the individual Beacons recognize and respond to data trends and findings, and to help all stakeholders understand change in response to changing actions and ongoing development of site and cross-site networks.

An Important Note about Beacons-Online and CMS Data

Both the Beacons-Online and CMS database systems were designed to track daily attendance, generate reports for external stakeholders and to facilitate communication between Beacons and participant families. Though both have some analytical capacity built in, they were not designed to facilitate unit-record (i.e., participant) analysis. Both database systems are subject to some inaccuracies due to limitations in integrity and completeness of data entry (i.e., some information is posted to the wrong participants, there are some duplicate records, and some data never get entered at all). While all results should be considered cautiously, the information for most participants is valid and annual and comparative summaries are both legitimate and informative.

At the end of the 2008-09 program year, the evaluation team again requested access to enrollment and attendance data from the Beacon-Online and CMS systems for evaluation purposes. Individual participant data were obtained in New York, via confidential identification number, and data were merged and summarized to reveal the following key findings about the status of participation at the Beacons after one year of full implementation of outcomes-based plans and full participation in documentation efforts. San Francisco data were made available through queries of CMS. Data for both New York and San Francisco are presented in the following sections for the 2008-09 program year (July 1, 2008 through June 10, 2009), and comparatively -- school year 2007-08 to school year 2008-09 -- by Beacon group affiliation (i.e., Practice Development PD Beacons, Hybrid and Documentation DOC Beacons, SF Beacons, *see also Appendices 1 – 2 for additional details regarding enrollment and attendance at individual BYA Beacons*).

- In New York, as shown in Table 1a, both Practice Development and Documentation Beacons enrolled substantial numbers of youth from multiple racial/ethnic, language and grade groups, including both those identified as “targeted” for the purpose of DYCD contracts and others whose attendance was not being tracked as rigorously. Total enrollment at the NYC BYA Beacons included 2724 youth in 2008-09 including 1263 at Practice Development Beacons and 1199 at the three Documentation Beacons. About 60% of these participants were male, and somewhat more than half (57%) were older participants aged 12 to 14. Proportions of all groups varied by Beacon (*see also Appendix 1a for additional details about individual Beacon enrollment*).

- As shown in Appendix Table 1a, the different New York Beacons have different compositions mirroring their schools and the communities they serve. For example, more than one-third of the participants at the Beacons 1 and 2 were African American while there were very few African American participants at the Beacons 3, 4, or 5 (most participants at those Beacons were Hispanic/Latino). Beacon 2 and Beacon 4 were the most diverse in terms of race/ethnicity (including many Asian participants at Beacon 4). Participants identified as Latino/Hispanic comprised the largest racial/ethnic group overall at the New York City BYA Beacons (68% of participants at the DOC Beacons and 44% of participants at the PD Beacons were Hispanic/Latino). Though not shown in the table, as revealed through analysis of Beacon Online data, many participants were students from the schools that hosted the Beacons, but many Beacon participants attended numerous other schools in the communities served.
- The population in San Francisco was somewhat different (see Table 1a). Total enrollment at the BYA Beacons included 1732 youth in 2008-09. Slightly more than half of these participants (56%) were male, and most (69%) were between the ages of 12 and 14. Like New York, the Beacon populations mirror the schools and communities the participants are from. More than 50% of the participants were Asian/Pacific Islanders, about 13% of the participants were African American and 16% were Latino/Hispanic. Proportions of all groups varied by Beacon (*see also Appendix Table 1b for additional details about Beacon enrollment in SF*).

TABLE 1a: BYA POPULATION ENROLLMENT: SAN FRANCISCO and NYC 2008-09

	NYC PD TOTAL	NYC DOC TOTAL	NYC TOTAL**	SF TOTAL	ALL BYA BEACONS
Total Enrolled 2008-09	1263	1199	2724	1732	4456
Targeted	600	620	1420	****	****
% Targeted	48%	52%	52%	****	****
GENDER					
Females	35%	48%	40%	44%	42%
Males	65%	52%	60%	56%	58%
AGE					
9 to 11	39%	50%	43%	31%	38%
12 to 14	61%	50%	57%	69%	62%
RACE/ETHNICITY					
African American	34%	23%	27%	13%	22%
Asian	6%	2%	5%	58%	25%
Hispanic/Latino	44%	68%	54%	16%	39%
Other	15%	8%	14%	13%	14%
LANGUAGE					
English	89%	80%	84%	63%	76%
Spanish	10%	19%	14%	6%	11%
Chinese*	****	****	****	18%	7%
Other	1%	1%	2%	13%	5%
* Includes Cantonese and Mandarin.					
Total = PD + HYBRID + DOC					

- Table 1b presents some additional information about enrollment cycles and retention of participants. As shown, participants are involved with Beacons in varying schedules. Some participants attended during the summer only (10% at PD Beacons, 24% at DOC Beacons, 3% in SF); some (67% PD, 56% DOC, 66% SF) during the school year but not the summer (Fall/Spring only); and some were enrolled in Summer, Fall and Spring cycles. **About one quarter of all participants, including 31% of those from SF Beacons, 23% of those in NYC PD Beacons, and 20% of those in NYC DOC Beacons were enrolled at the Beacon during the Summer, Fall and Spring** (*see also Appendices 1c and 1d for additional details by Beacon*).
- Table 1b also presents information about retention of participants and characteristics of those who were enrolled in both 2007-08 and 2008-09. It can be seen in the table that a total of 43% of all participants aged 9 – 13 at the BYA Beacons during 2007-08 were also enrolled during 2008-09.⁶ This included 24% of those at the PD Beacons, where retention is still a considerable challenge, 48% of those at DOC Beacons and 51% of all SF BYA Beacon participants.
- Further inspection of retention data revealed some important differences and similarities. Specifically, equal proportions of males and females were retained, but more younger participants, especially in SF were retained. Somewhat fewer African American participants and somewhat more Asian participants were retained as compared to the participants overall (e.g., 43% of all BYA participants were retained, 34% of all African American participants were retained, 52% of all Asian participants were retained).
- Most notable in Table 1b are retention differences related to prior attendance. Specifically, more participants who attended regularly during 2007-08 were retained as compared to those with lower attendance. For example, while 43% of all 2007-08 BYA participants aged 9 – 13 were retained, this was only true for 33% of those who attended 72 hours or more during 2007-08. A total of 65% of those who attended 146 or more hours during 2007-08 continued their enrollment in 2008-09.
- During each program year, some participants are new to the Beacon and some are returning (i.e., those retained from the previous year). Though this aspect of target group composition can only be reviewed for one time period, the data suggest that DOC and SF Beacons were successful at retaining participants from one program year to the next while the PD Beacons attracted more new participants for 2008-09. These trends will be followed in the final analyses of BYA enrollment data.

⁶ Please note that retention is calculated using 2007-08 enrollment totals for all participants less than 14. Those 14 or older during 2007-08, are not, by definition, expected to be part of the target group in 2008-09.

TABLE 1b: ENROLLMENT CYCLES and RETENTION, BYA BEACONS: SAN FRANCISCO and NYC 2008-09

	NYC PD TOTAL	NYC DOC TOTAL	NYC TOTAL**	SF TOTAL	ALL BYA BEACONS
Total Enrolled 2008-09	1263	1199	2724	1732	4456
Enrolled Summer Only	10%	24%	17%	3%	11%
Enrolled Fall/Spring Only	67%	56%	63%	66%	64%
Enrolled Summer/Fall/Spring	23%	20%	20%	31%	25%
# 9 – 13 Year Olds Enrolled 2007-08	897	723	7114	1556	3334
N/% 9 – 13 Year Olds Retained*	219 24%	350 48%	630 36%	791 51%	1421 43%
% Females Retained	24%	47%	36%	51%	44%
% Males Retained	24%	48%	35%	51%	42%
% 9 – 11 Year Olds Retained	25%	50%	37%	63%	48%
% 12 – 13 Year Olds Retained	22%	44%	32%	42%	37%
% African American Participants Retained	22%	38%	29%	42%	34%
% Latino Participants Retained	29%	50%	41%	40%	41%
% Asian Participants Retained	19%	--	23%	57%	52%
% of those with Low Attendance 07-08***	16%	36%	24%	42%	33%
% of those with Higher Attendance 07-08***	53%	69%	62%	67%	65%
*Retained participants are 9 – 13 year olds enrolled in 2007-08 AND 2008-09.					
*** Low Attendance = 1 – 72 hours; higher attendance = 146 hours or more					
** NYC Total = PD + HYBRID + DOC					

- As shown in Table 1c and Appendix Tables 1e, 1f and 1g, **enrollment increased overall for most BYA Beacons.**⁷ During the school year, the total number of participants at NYC PD Beacons increased by 18% from 965 to 1140, the total number of participants at the NYC HYBRID Beacon increased by 22% from 174 to 212, and the total number of participants at NYC DOC Beacons increased by 12% from 817 to 915. Additional review by Beacon (see Appendix Tables 1e and 1f), shows that all but the Beacon 2 and Beacon 5 had increased enrollment during 2008-09 (Beacon 2, where there had been a concerted effort to complete enrollment procedures only for those participants who actually attended, had somewhat fewer participants, and Beacon 5 had about the same number in both years). Most notably, unlike in 2007-08 when the original shift to a middle school-aged youth focus began, **all 7 of the New York City BYA Beacons served more than the required 200 participants during 2008-09.**
- Enrollment changes for the SF Beacons were different from changes noted in NYC (see appendix Table 1g). Total enrollment was up substantially (+10%) for Beacon 8 and down by 10% for Beacon 9. Beacon 10, which had not been a BYA Beacon in the prior year, saw little change. Both Beacons 8 and 9 enrolled more than 600 participants (although attendance intensity was quite varied – see next section). Beacon 10, which officially joined the BYA initiative spring 2009, is not located in a middle school and serves a much smaller neighborhood. About 150 youth in each of the two program years were enrolled at that Beacon.
- Enrollment trends will be tracked through the next program year (2009-10) to determine whether changes in both sites reflect the efforts Beacon Directors and staff make to attract and retain participants. More importantly, attendance will be closely monitored because at all Beacons in both NYC and SF, there are still substantial numbers of youth who enroll in but do not subsequently participate actively in Beacon programs.

⁷ Although total enrollment as shown on Tables 1a and 1b is reported for the whole program year, summer, fall and spring, comparisons were made using enrollment data only for the fall and spring 2008-09 so that it was comparable to historically available data from 2007-08.

**TABLE 1c: DEMOGRAPHIC CHARACTERISTICS OF PARTICIPANTS
NEW YORK CITY AND SAN FRANCISCO BEACONS, 2007-08 v. 2008-09***

	NYC PD			NYC HYBRID			NYC DOC			SF	
	2007-08	2008-09*		2007-08	2008-09*		2007-08	2008-09*		2007-08	2008-09*
Enrolled a/o FALL*	965	1140		174	212		817	915		1711	1680
TARGETED	53%	49%		93%	80%		60%	63%		****	****
% TARGETED	47%	51%		7%	20%		40%	37%			
GENDER											
Females	39%	33%		39%	30%		44%	48%		49%	43%
Males	61%	67%		61%	70%		56%	52%		51%	57%
AGE GROUP											
9 – 11	25%	37%		13%	23%		38%	49%		38%	30%
12 – 14	75%	63%		87%	77%		62%	51%		68%	70%
RACE/ETHNICITY											
African American	37%	37%		14%	12%		22%	27%		16%	13%
Asian	0	<1%		12%	18%		2%	1%		56%	59%
Hispanic/Latino	51%	54%		45%	34%		67%	63%		16%	16%
Other	12%	9%		29%	36%		10%	9%		12%	13%
* Includes only those who were enrolled during the fall and/or spring 2008-09											

- Throughout 2008-09, as in 2007-08, robust and varied activities were offered at each of the BYA Beacons (see Table 2A). These activities were specifically geared toward the BYA target population and in many cases in response to their specific requests. There were many options for youth, but as clarified in the following sections, the challenge is to ensure that youth, especially at the Practice Development Beacons avail themselves of the opportunities and that the Beacons revise, exchange, and upgrade their options as necessary to connect with this group. Table 2A shows that each of the Beacons has developed its own combination of offerings. It also shows that New York and San Francisco offered many of the same types of activities. Overall, the Documentation Beacons had more and varied options. Instructional, team and open recreation, arts activities including dance, and homework assistance remain the most common offerings, but it is also clear that specially requested activities were also included (see the “other” category) and that the Beacons were trying out or utilizing strategies (such as gender-specific groups, lounges and CIT programs) known to enhance involvement of youth from the target group. Grids like this, summarizing program offerings, will be generated during each reporting cycle to continue to assess activity changes.⁸
- To investigate activity patterns further and linkages between BYA efforts and attendance, the OMG evaluation team asked each of the three NYC PD Beacons to identify 4 – 5 specific activities that had been inspired by or revised because of BYA. The percent of all sessions attended by enrolled participants and the percent of youth who attended half or more of the sessions was reviewed. As shown in Table 2b, consistent attendance among most participants in the identified activities was documented especially at Beacons 2 and 3. Most participants who enrolled in the specific activities attended most of the sessions and this is what they were striving for. The attendance review corroborates staff reports regarding this and further promotes Beacon efforts to identify appealing activities and push for regular involvement. Consistent attendance was somewhat less true for Beacon 2 who reported they are continually challenged to encourage consistent, longer term attendance. (They were also especially challenged during the 2008-09 program year to maintain attendance due to swine-flue related closures and health challenges.) They continue to offer many different activities and to encourage exploration. As clarified by staff there, there are still many youth who attend the Beacon more intermittently, as well as groups of very frequent attenders -- but proportionately their overall numbers remain lower than results for their colleagues. Overall attendance, however, as shown in the following section showed desired improvement.

⁸ Where possible, future reviews of enrollment and attendance will include assessment of budget changes to determine how funding differences contribute to changes in participation.

	TABLE 2A: ACTIVITIES OFFERED BY CATEGORY										Total
Number of Activities Within Category	New York							San Francisco			
	Beacon 1	Beacon 2	Beacon 3	Beacon 4	Beacon 5	Beacon 6	Beacon 7	Beacon 8	Beacon 9	Beacon 10	
Recreation--Teams	4	10	4	2	10	4	6	7	6	4	57
Homework/Academics	2	8	3	5	2	3	4	5	7	2	41
Visual Arts	2	5	7	1	4	4	2	4	5	3	37
Recreation—Instruction**	6	7	3	0	1	3	2	3	8	3	36
Dance	2	5	3	3	3	5	3	3	3	2	32
Recreation--Open	3	6	2	3	3	3	0	2	5	1	28
Civic Projects	4	5	1	2	5	1	2	0	3	2	25
Leadership	3	2	2	1	1	2	1	2	4	2	20
Computer	0	3	0	0	2	2	1	2	5	0	15
Music	2	3	1	0	0	0	0	4	1	2	13
Literacy/Media	2	4	0	0	0	1	1	0	4	0	12
Cooking	1	0	1	0	3	1	0	3	2	1	12
Lounge	1	2	0	0	2	2	0	2	0	2	11
Career Prep	0	0	0	0	2	0	0	5	1	1	9
Girls group	0	3	1	0	0	0	0	2	2	1	9
Boys group	0	1	1	0	1	0	0	0	2	1	6
CIT	1	0	0	0	4	0	0	0	0	1	6
Other	3	8	7	1	3	4	4	6	6	3	45

*Denotes the number of different activities offered at Beacons within each category listed. Most activities are offered multiple times during a week.
INCLUDES ONLY ACTIVITIES CURRENTLY INCLUDED IN BEACONS-ON-LINE OR CMS ACTIVITY SUMMARIES. **Includes Martial Arts

TABLE 2B: ATTENDANCE RESULTS FOR SELECTED BYA ACTIVITIES, 2008-09

Activity Name	Total # Participants	Total # Sessions	Total # Hours	Percent of Total Hours Attended by Group	Participants Who Attended At Least ½ of All Sessions
BEACON 1					
LIT – Community Service	26	8	8	94.0%	100.0%
IGS – Service Runs	55	54	108	94.8%	92.7%
MS Martial Arts	98	69	164	88.1%	78.0%
Aerobics MS	43	43	43	80.6%	76.7%
Youth Center	432	37	111	71.4%	52.8%
BEACON 2					
JHS 6 th Grade HW: Winter	29	44	44	46.47%	44.8%
JHS Academy: Spring 5	9	18	18	40.74%	44.4%
12-14 Jr. Knicks Tournament	124	10	60	41.33%	37.9%
Learning Center: Grade 5	23	159	318	42.72%	30.4%
BEACON 3					
Art-34	67	20	30	64.3%	70.0%
Beauty Club	6	10	10	100.0%	100.0%
Bucket Drumming	7	10	15	100.0%	100.0%
Cheerleading	19	11	22	100.0%	100.0%
Cooking	30	13	20	99.2%	100.0%
Note: These data were only collected for PD Beacons in NYC. In the final report, these data will be requested for both NYC and SF Beacons.					

- In 2008-09, Beacons were expected to provide structured activities to at least 200 “targeted” youth for a total of 216 hours. Both annual and comparative attendance data show important participation results (see Table 3a, and appendix tables 2a and 2b for Beacon-specific details). Among others, four key findings are apparent.
 - (1) **The overall, average total attendance in NYC for targeted youth, was 236.5 hours which exceeded the desired goal of 216 hours.** Total attendance for the targeted groups at both PD and DOC Beacons exceeded the NYC requirement, however, for all youth (those targeted and those not), average attendance was about 175 hours.
 - (2) **As in 2007-08, there is still a substantial difference between attendance in all activities and attendance identified as structured/official.** Targeted youth in NYC BYA Beacons attended 140.6 hours of official activities.
 - (3) As shown in the center of Table 3a, **there were sizeable proportions of Beacon participants who attended very infrequently** (38% of NYC participants overall -- attended only 72 hours or fewer). **But the proportions attending very regularly exceeded the proportion of participants overall, who had low attendance** (45% of all NYC BYA Beacon participants attended 146 hours or more, including 30% who exceeded the “CAP” of 216 hours). Note that PD and DOC Beacons had different results, however, and there are still more PD Beacon participants with low attendance than higher attendance overall.
 - (4) **Excluding the participants with fewer than 20 hours (i.e., the least frequent attenders¹⁰), average total attendance for all participants was 213.3 hours essentially meeting the NYC target.** For those PD Beacon participants with at least 20 hours, average total attendance was 207.6 hours, for DOC Beacon participants with at least 20 hours, the average was 229.6 hours.
- In NYC, the DYCD calculates Rate of Participation (ROP) for all Beacons. For 2008-09 all but one of the BYA Beacons approached or exceeded desired levels as reported by DYCD (100% = 216 hours for 200 participants or 43200 participant hours total, see Appendix Table 3). Independent estimates of ROP for evaluation purposes, using all youth and all hours showed that all BYA Beacons except one far exceeded desirable levels: ROP for the 7 BYA Beacons was 158.4% in 2008-09.
- Reported average attendance in San Francisco was somewhat lower than in New York but also varied by Beacon. (Please note that San Francisco Beacons track attendance differently and have used a centralized, automated system for several years. It is unknown how much of the differences between the sites are due to record keeping challenges and/or status in BYA. The SF BYA Beacons were still in earlier implementation stages of BYA). **As shown in Table 3a, participants at San Francisco BYA Beacons attended a total of 137.8 hours on average throughout 2008-09** (the average at New York PD Beacons was 170.2 and 192.2 at Documentation Beacons – SF does not “target” participants). Table 3a also shows substantial variation in attendance frequency: **a total of 40% of participants attended 72 or fewer hours, and as in NYC, a total of about 40% attended 146 or more hours.** Excluding those

¹⁰ A total of 82% of all NYC BYA Beacon participants, and 85% of all SF Beacon participants attended for at least 20 hours during 2008-09.

who attended less than 20 hours in the year (15% of all participants), average attendance during 2008-09 was 160.6 hours.

TABLE 3a: BYA POPULATION ATTENDANCE SUMMARY, BYA BEACONS: SAN FRANCISCO and NYC 2008-09

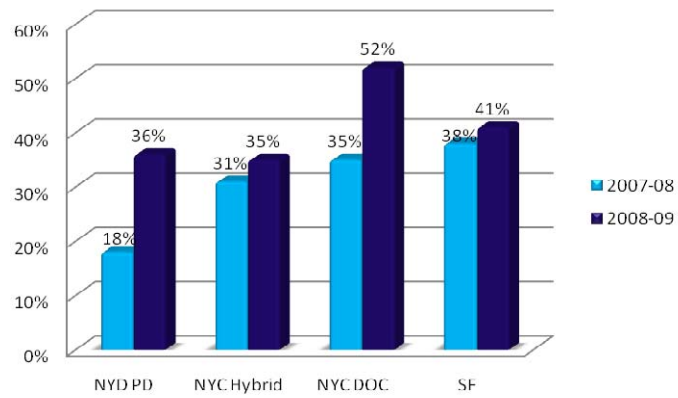
	NYC PD TOTAL	NYC DOC TOTAL	NYC TOTAL**	SF TOTAL	ALL BYA BEACONS
Total Enrolled 2008-09	1263	1199	2724	1732	4456
Average Total Hours ALL	170.2	192.2	175.8	137.8	161.0
Average Official Hours ALL	98.4	107.0	101.4	****	
Average Total Hours - Targeted	265.5	239.5	236.5	****	
Average Official Hours - Targeted	147.6	144.6	140.6	****	
Total Hours ↓					
Low (1 - 72)	45%	30%	38%	40%	39%
Mid (73 - 145)	17%	17%	17%	21%	18%
High (146 - 216)	11%	19%	15%	18%	16%
Above Cap (217+)	28%	35%	30%	22%	27%
Participants with 20+hours (N) ↓	1030 (82%)	996 (83%)	2223 (82%)	1473 (85%)	3696 (83%)
Average Total Attendance	207.6	229.6	213.3	160.6	192.3
Average Official Attendance	118.8	127.6	122.8		

- Table 3b shows some of the most important findings for the evaluation for 2008-09. **Specifically it shows that attendance improved for all of the New York City BYA Beacons and began to improve in San Francisco where the initiative is entering the full implementation phase.**¹¹ For the same time period in each year, attendance jumped from 78.6 hours on average for the three PD Beacons in 2007-08 to 146.5 hours on average for the PD Beacons in 2008-09 (an 86% increase). Attendance for participants increased by 26% from 132.4 hours on average in 2007-08 to 166.9 hours on average in 2008-09 for NYC DOC Beacons. In both San Francisco and at the NYC Hybrid Beacon, mean attendance was about the same both years (142.1 ↔ 141.0 for San Francisco, 125.7 ↔ 128.5 for the Hybrid Beacon in New York). **The changes noted above were even more pronounced for targeted youth and at the PD sites where average attendance more than doubled between 2007-08 and 2008-09.**
- **As shown in Table 3b and Figure 1 (below) there was a definite shift regarding intensity of participation. This shift was especially pronounced for the PD Beacons in NYC, but it occurred at the PD, Hybrid, DOC and SF BYA Beacons as well.** For example, about 18% of NYC PD Beacon participants had very consistent attendance (146 or more hours) in 2007-08. In 2008-09 that was doubled -- 36% of the PD Beacon participants attended 146 hours or more. At the DOC Beacons, the proportion of participants with very consistent attendance increased from 35% to 52%, and at the Hybrid and SF Beacons, there were also small increases (38% of the SF participants at BYA Beacons attended 146 hours or more during 2007-08 and 41% did so in 2008-09; very similar results were shown for the Hybrid Beacon: 31% in 2007-08 and 35% in 2008-09 with consistent attendance). This was true at every BYA Beacon except Beacon 8 where a small decrease was documented.¹³ (See also Appendix tables 2c, 2d and 2e.)

¹¹ Note that the comparison includes data from September 2007 through June 2008, and for the same time period during 2008-09, September through June. This was done to review equal time periods. Only the September through June time period was available for NYC during 2007-08.

¹³ Beacon 8 had moved more fully into BYA implementation during 2008-09 and as such had modified programming in ways that lead to definite changes in attendance. However, as clarified by the Beacon Director, inaccurate data entry caused these results not to be fully captured. The overall effect was a small decrease. Corrected totals for Beacon 8 and SF overall will be presented as an addendum included with the December 2009 evaluation update.

Figure 1: Percent of Beacon Participants with High (146 or More Hours) Attendance, by Year



**TABLE 3b: ATTENDANCE COMPARISONS
NEW YORK CITY AND SAN FRANCISCO BEACONS, 2007-08 v. 2008-09***

	NYC PD			NYC HYBRID			NYC DOC			SF	
	2007-08	2008-09*	CHANGE	2007-08	2008-09*		2007-08	2008-09*	CHANGE	2007-08	2008-09*
Enrolled a/o FALL *	964	1140		174	212		817	915		1711	1680
TARGETED	53%	49%		93%	80%		60%	63%		****	****
Average Total Hours ALL	78.6	146.5	+86%	125.7	128.5		132.4	166.9	+26%	142.1	141.0
Average Official Hours All	46.4	76.1		86.9	88.5		91.9	86.8			
Avg Total Hours - Targeted	108.4	231.2	+113%	133.4	142.8		163.9	200.6	+22%		
Avg. Official Hours - Targeted	70.3	120.9		93.3	103.6		116.3	111.7			
Total Hours											
Low (1-72)	73%	47%		55%	47%		54%	32%		51%	38%
Mid (73- 145)	10%	17%		14%	18%		11%	16%		11%	22%
High (146 -216)	5%	8%		9%	10%		8%	12%		8%	18%
Above CAP (217+)	13%	28%		22%	25%		27%	40%		30%	23%
* Includes only those who were enrolled during the fall and/or spring 2008-09.											

6. Engagement and Youth Feedback

The evaluation team inquired about changes in youth engagement as part of the final site visits to the two New York City PD Beacons that fully implemented their BYA plans. At both Beacons, staff and participants noted important changes. Staff, especially those from Beacon 1, also indicated that they had spent substantial time during 2008-09, through their participation in Network meetings and with their on-site TA clarifying what engagement is and how to recognize and promote engagement.

Findings from Beacon 1

Regarding engagement, the Beacon Director and staff all indicated they have seen changes. Key staff clarified further that more participants are coming to the Beacon very consistently. They are also more involved in having a say in their Beacon community and the larger community as well (especially through the Youth Advisory Council). Key Staff members also indicated that the youth are increasingly speaking for themselves, acting confident, forging connections with other youth and seniors in the community, and requesting opportunities to provide community services. Young people corroborated those sentiments very consistently in focus groups with the evaluation team. Both the Director and her supervisor indicated that BYA had been especially useful in promoting attention to understanding involvement. *“We’ve gotten smarter and more thoughtful about recruitment and retention of young adolescents.”*

In focus groups, Beacon 1 youth from both the IGS and the CIT programs consistently described the Beacon as having a tremendous positive influence on them and on the lives of all active participants. Participants view the Beacon as a safe space and a *“home away from home.”* It is also a place where they are establishing a very tight social network and spending time with an adult staff member, who by his own report, *“goes after the rough kids”* that others might not make an effort to involve. Feedback from the group included that the Beacon *“makes them want to do better,”* helps them have better attitudes about school and life and *“encourages [us] on things we should or shouldn’t do.”* IGS participants were especially clear about the value of being involved with local senior citizens, and open about their frustration at not being able to do as many service runs to the senior center since transportation was eliminated from the budget. As clarified by one participant, *“I got used to the seniors, and I miss them.”* When the group was asked about changes the Beacon could make in its programs for their age group, one participant responded that the *“most important thing is to bring back the seniors,”* and all heartily agreed with that sentiment.

Findings from Beacon 2

The Beacon Director and staff all indicated they have seen changes in youth engagement since they have been working to implement BYA. The Director clarified further that while attendance is still varied for different young people, more participants are coming to the Beacon very regularly. She also indicated that there are daily examples within specific activities where all in attendance are doing the activity as planned by their group leader and no one is putting anyone down. Further, participants are asking for changes to the programming, and the staff and Director have responded with modified programming (such as the change in Academy schedule). The staff and Director also acknowledged they still have work to do and that promoting engagement is not as consistent as they would like. As reported by the Director, *“the amount of engagement depends a lot on the staff and their experience.”* It is expected that ongoing staff supervision and regular meetings will continue to address this.

Engagement Findings from Beacon 2, Continued

In focus groups, youth corroborated staff perceptions. For example, one group of 5th grade participants clarified that the Beacon gave them more opportunities to decide how to spend their time after school, something they all agreed they did not have choices about at home. Others indicated that Beacon programs had changed – new rules, more subjects, longer time periods in structured activities – but they allowed participants to be more active, to get more practice at things they are trying to achieve in such as basketball or dance. They also pointed out that many young people come really regularly (this was especially true for the younger participants), but some still only “*stop in every so often.*” Additionally, the youth acknowledged efforts to create continua of experiences and efforts to provide specific programming for the target age group. Focus group participants indicated, for example, that their activities were harder, that they had to change rooms more and that they were preparing for the next year at school at the Beacon. When asked what to expect in the next year, the 4th grade participants, for example, indicated that in the future (i.e., as 5th graders) there would be more fun activities and more opportunities to “*run activities.*” The older participants definitely agreed that there were different activities for them now that they were older (e.g., more physical sports, no requirements to dance), and lots of community service activities. Plus they have places, like the girls lounge, where they don’t have to be with the “*little kids.*” Participants from all the focus groups could identify ways that the Beacon was helping them develop during their pre-adolescent years. Both younger and older participants indicated the Beacon gave them chances to socialize with kids they did not get to see at school, and helped them concentrate more on their homework and therefore do better at school.

7. Issues for Further Consideration

The BYA initiative moved from its final planning stages to implementation during 2008-09 and many initiative outcomes were realized. As all the SF Beacons move toward full-scale implementation and both the NYC and SF BYA Beacons take on sustainability issues, ongoing careful oversight and direction continue to be needed. The following issues continue to be tracked as BYA proceeds into its final year.

- **Continuing to maximize roles and strategies.** As stated in the Year 1 Evaluation report, due to its complexity, BYA has had to contend with this issue since the beginning of the initiative. Substantial strides were made in this regard during 2008-09, but the initiative will still benefit from ongoing attention to the ways Documentation and Practice Development Beacons differ and are similar, and how they enhance each other’s work, especially as the Documentation Beacons continue to produce Promising Practice Documentation and the Practice Development and Hybrid Beacons continue to institutionalize their efforts. The San Francisco BYA Beacons can continue to benefit from and inform the initiative, as well as other SF Beacons, as they continue their full-scale implementation.
- **Maintaining flexible support for strong partnerships.** BYA allows for and depends upon multiple interactions between Beacons. This includes interactions between San Francisco BYA Beacons and New York City BYA Beacons and among the New York City BYA Beacons. Continued attention to this feature of the work remains important. Beacon officials from both Documentation Beacons and Practice Development Beacons in both sites continue to consistently indicate that being able to learn from and advise each other is critical to their own capacity development process and as they take on issues of sustainability. Intermediary officials have successfully avoided allowing the initiative to become over-structured, but should remain vigilant about this as the initiative proceeds into the next phase of work.

- **Determining best and most inclusive strategies for fully realizing the cross-site network.** The BYA National Conference held in San Francisco in January 2009 was identified as a truly-transformative experience for those who participated. BYA Intermediary officials are encouraged to continue developing strategies to maintain that progress and find additional ways to continue interactions between the BYA Beacons in both sites and between the BYA Beacons and the larger national network.
- **Continuing to promote full implementation of BYA and practice changes.** For both the YDI and the SFBI this includes ongoing outcomes based planning, continued development and delivery of city-specific and cross-site network meetings, support for Beacon-level team building, and individual Beacon technical assistance including cross-Beacon visitation. SFBI and especially YDI will need to maintain their vigilance regarding capacity issues at both the Beacon and intermediary level as new efforts are undertaken.
- **Continuing to support productive interaction between New York and San Francisco BYA efforts.** Both the YDI and the SFBI need to stay focused on best strategies for moving all three BYA Beacons in San Francisco into full implementation and to integrating SF and NYC work as appropriate. As stated in prior evaluation reports, implementation of BYA in two cities presents powerful opportunities for networking, learning and substantial practice improvement. All BYA conferences have demonstrated that specifically. However, implementation in two distant cities, even with productive use of technology, adds another level of complexity for BYA. Along with the other accomplishments of 2008-09, YDI and SFBI made substantial progress regarding their combined efforts and re-committing themselves to larger national outreach. Intermediary Directors are encouraged to continue and maximize those efforts.
- **Continuing efforts of Documentation Beacons to summarize and disseminate information about promising practices, especially as they promote cross-Beacon learning.** YDI officials are encouraged to continue internally using the first three Promising Practice summaries from the Documentation Beacons and to widely disseminate them to others in the national youth-serving community, especially the larger Beacon community. Efforts to produce the additionally identified Promising Practices summaries are also encouraged.
- **Continuing to make productive use of TA and available data about Beacon practices and participation.** Sessions conducted during 2008-09 regarding the use of Beacon Online and CMS data were widely acknowledged as productive. YDI and SFBI are encouraged to convene additional sessions to encourage Beacon staff and Directors to identify their own data reporting and analysis needs, to facilitate continued data access for the BYA evaluation, and to continue meaningfully involving Beacon Directors and staff in the analysis of practice and participation data to inform ongoing efforts.¹⁴
- **Stepping up recruitment and program enhancement so that numbers of youth enrolled, and regularly/consistently attending are maintained or increased depending on current status.** As shown through comparative analysis of enrollment and attendance data for the BYA Beacons, participation by the target youth is improving. For some Beacons, substantial attention to getting, involving, and keeping participants is still required and for others there is a need for continued focus on achieving attendance intensity and retention. Directors and staff must stay

¹⁴ Please note that both the YDI and SFBI are planning to use Evaluation 2008-09 findings as part of a BYA network meeting during fall 2009.

vigilant about accurate record keeping and activity structuring so time spent in the program both gets counted and really counts for something for participants. The regularity of attendance must be continually monitored.

- **Helping the BYA Beacons identify and act on plans to sustain their work.** Initial reports from two BYA staff and Directors in New York City indicated that changes they have made in their approach and practices are definitely sustainable. All BYA Beacons in both cities, however, will need ongoing assistance to help them fully realize their plans and generate new outcomes-based plans for the next phases of their work. Given the outcomes presented in this report, additional and ongoing financial support for BYA is warranted and Intermediaries are encouraged to actively seek those resources.

8. Next Steps for the Evaluation

8.1 Key Evaluation Actions 2009-10

This report represents the final deliverable for this phase of evaluation work. As both the participating NYC and SF Beacons will be entering their final phases of work and moving toward sustainability of the initiative during 2009-10, the evaluation is designed to match final efforts. Evaluation activities scheduled for the final reporting period (June 2009 – spring 2010) will include the following.

8.2 BYA Cohort Study: Update

In addition to the ongoing evaluation of practice change and participation at BYA sites, OMG also continues to study cohorts of participants from selected BYA Beacons in New York City. Through confidential surveys and planned focus groups, this study is designed to determine what influences participants' decisions to stay connected,¹⁵ who leaves Beacons and why, who establishes new connections to Beacons and what influences their decisions? To date, three surveys have been conducted (winter 2008, fall 2008 and spring 2009) and survey data have been merged with enrollment and attendance data from the Beacon Online system so that responses for those who continue to participate can be analyzed separately from those who disengage. Survey findings from the original and second surveys, including merged results, have been presented to the YDI and BYA Beacon Directors and staff. A final report including longitudinal results, further analyses of merged data and focus group results will be delivered Fall 2009.

TASKS	Timeline
SITE CONTACT, DATA COLLECTION AND ANALYSIS	Fall 2009
Comprehensive visits* to SF Beacons	October 2009
Comprehensive visits** to Documentation Beacons	October/November 2009
Final Follow-up Call, PD Beacons, NYC + Agency officials	November/December 2009
Extract/Analyze Retention, Enr. Data and Reports fr. Beacons On-line, 7 Beacons	Dec. 2009
Extract/Analyze Retention, Enrollment Data and Reports fr. CMS 3 Beacons	Dec. 2009
Phone Interviews with BYA and SFBI Directors	Dec. 2009
Fall Update Memo 2009-10 (includes retention 09 update, SF details)	by end of December 2009
SITE VISITS/CONTACTS	Spring 2010
Phone updates with PD and leadership sites, NYC	January/February 2010
Final Updates with SF sites	March 2010
INTERMEDIARY UPDATES	
Final interview with Initiative Director SFBI (focus on dissemination)	February 2010
Final interview with YDI Director (focus on dissemination)	February 2010
REPORT PRODUCTION	
Final Evaluation Report (2006 - Fall 2009) Report Draft	first week of April 2010
Final Evaluation Report (2006 - Fall 2009) Report FINAL	End of April 2010
** Comprehensive site visits take place over two days and include interviews with director and key staff, semi-structured focus groups with youth and observations of selected activities.	

¹⁵ Influences of interest include: **Individual characteristics** such as gender, age, school connectedness/ progress, participants' Beacon involvement intensity and history; **Beacon characteristics** such as structure, specific staff members, and especially strategies and BYA-inspired practice changes; and **other supporting, detracting, and competing factors** such as families, friends other programming opportunities.

Appendix: Participation Data, by Beacon

APPENDIX TABLE 1a: BYA POPULATION ENROLLMENT NYC 2008-09 (All Youth)

	Beacon 1	Beacon 2	Beacon 3	PD Subtotal	Beacon 4	Beacon 5	Beacon 6	Beacon 7	DOC Subtotal		TOTAL
Total Enrolled 2008-09*	491	531	241	1263	262	491	319	389	1199		2724
Targeted	236	239	125	600	200	200	225	195	620		1420
% Targeted	48%	45%	52%	48%	76%	41%	71%	50%	52%		52%
GENDER											
Females	35%	27%	53%	35%	32%	39%	50%	57%	48%		40%
Males	65%	73%	47%	65%	68%	61%	50%	43%	52%		60%
GRADE LEVEL											
Grades 4 & 5	21%	25%	48%	28%	15%	48%	40%	23%	38%		31%
Grades 6, 7, 8	69%	59%	51%	61%	73%	47%	54%	66%	55%		60%
AGE GROUP**											
9 to11	32%	38%	55%	39%	24%	57%	50%	43%	50%		43%
12 to14	68%	62%	45%	61%	76%	43%	50%	57%	50%		57%
RACE/ETHNICITY											
African American	37%	41%	16%	34%	12%	1%	56%	23%	23%		27%
Asian	<1%	14%	1%	6%	19%	1%	1%	3%	2%		5%
Hispanic/Latino	54%	23%	71%	44%	34%	96%	33%	61%	68%		54%
Other	9	23%	12%	15%	36%	2%	11%	13%	8%		14%
SCHOOL											
Site School(s)	35%	27%	0	25%	51%	43%	40%	43%	42%		35%

* Includes only those 9 - 14 years of age a/o 9/3/08

APPENDIX TABLE 1B: BYA POPULATION ENROLLMENT: SAN FRANCISCO, 2008-09

	Beacon 8	Beacon 9	Beacon 10	SF Total
Total Enrolled 2008-09	866	703	163	1732
GENDER*				
Females	46%	41%	39%	44%
Males	54%	59%	61%	56%
AGE				
9 – 11	34%	23%	47%	31%
12 – 14	46%	87%	53%	69%
RACE/ETHNICITY				
African American	7%	15%	36%	13%
Asian	70%	53%	22%	58%
Hispanic/Latino	7%	24%	25%	16%
Other	17%	8%	17%	13%
LANGUAGE				
English	54%	77%	52%	63%
Chinese*	27%	10%	7%	18%
Spanish	2%	7%	14%	6%
Other	16%	6%	25%	13%
* Includes Cantonese and Mandarin				

APPENDIX TABLE 1c: BYA POPULATION ENROLLMENT: Cycles and Retention, NYC 2008-09

	Beacon 1	Beacon 2	Beacon 3	PD Subtotal	Beacon 4	Beacon 5	Beacon 6	Beacon 7	DOC Subtotal		TOTAL
Total Enrolled 2008-09*	491	531	241	1263	262	491	319	389	1199		2724
Enrolled Summer Only	5%	14%	11%	10%	19%	38%	10%	17%	24%		17%
Enrolled Fall/Spr Only	68%	76%	46%	67%	70%	42%	74%	61%	56%		63%
Enrolled Summer/Fall/Spr	27%	10%	43%	23%	11%	20%	16%	23%	20%		20%
Retained Participants											
% Retained**	31%	19%	26%	24%	38%	51%	30%	55%	48%		36%
Characteristics of Returning Participants											
Female	39%	29%	56%	38%	35%	42%	37%	49%	44%		41%
Male	61%	71%	44%	62%	65%	58%	63%	51%	56%		59%
Grades 4 & 5	11%	11%	28%	14%	9%	32%	37%	8%	23%		18%
Grades 6, 7, 8	69%	66%	72%	68%	79%	62%	54%	78%	67%		69%
African American	31%	33%	8%	28%	14%	3%	50%	21%	18%		28%
Asian	0	19%	0	8%	12%	1%	0%	1%	1%		5%
Hispanic/Latino	60%	23%	89%	49%	38%	94%	43%	62%	72%		52%
Other	9%	26%	3%	15%	36%	2%	7%	17%	9%		15%
Site School	45%	51%	0	40%	64%	62%	54%	66%	62%		36%

* Includes only those 9 – 14 years of age a/o 9/3/08

** Retained participants are 9 -13 year olds enrolled in 2007-08 AND 2008-09.

APPENDIX TABLE 1D: BYA POPULATION ENROLLMENT CYCLES: SAN FRANCISCO, 2008-09

	Beacon 8	Beacon 9	Beacon 10	SF Total
Total Enrolled 2008-09*	866	703	163	1732
Enrolled Summer Only	1%	2%	17%	3%
Enrolled Fall/Spr Only	69%	66%	53%	66%
Enrolled Summer/Fall/Spr	32%	32%	30%	31%
Returning Participants	369	368	50	787
% Retained**	51%	50%	51%	51%
Characteristics of Returning Participants**				
Female	48%	50%	56%	49%
Male	52%	50%	44%	51%
10 – 11	1%	18%	54%	12%
12 – 14	99%	82%	46%	88%
African American	8%	12%	56%	13%
Asian	70%	64%	5%	64%
Hispanic/Latino	5%	18%	29%	13%
Other	17%	7%	10%	12%
** Retained participants are 9 – 13 year olds enrolled in 2007-08 AND 2008-09.				

APPENDIX TABLE 1e: DEMOGRAPHIC CHARACTERISTICS OF PARTICIPANTS PRACTICE DEVELOPMENT BEACONS, 2007-08 v. 2008-09*									
	Beacon 1			Beacon 2			Beacon 3		
	2007-08	2008-09*		2007-08	2008-09*		2007-08	2008-09*	
Enrolled a/o FALL *	324	467		489	458		152	215	
TARGETED	53%	49%		37%	42%		80%	58%	
NOT TARGETED	47%	51%		63%	58%		20%	42%	
GENDER									
Females	39%	33%		34%	23%		43%	52%	
Males	61%	67%		66%	77%		57%	48%	
AGE GROUP									
9 – 11	25%	52%		14%	35%		58%	50%	
12 – 14	75%	68%		86%	65%		42%	50%	
RACE/ETHNICITY									
African American	37%	37%		33%	42%		9%	16%	
Asian	0	<1%		21%	14%		1%	1%	
Hispanic/Latino	51%	54%		21%	70%		84%	70%	
Other	12%	9%		26%	13%		6%	13%	
SCHOOL									
Site School(s)	18%	36%		52	27%		0	0	

* For 2008-09, includes information only for those who were enrolled during the SY 2008-09 school year.

**APPENDIX TABLE 1f: DEMOGRAPHIC CHARACTERISTICS OF PARTICIPANTS
HYBRID AND DOCUMENTATION BEACONS, 2007-08 v. 2008-09***

	Beacon 4			Beacon 5			Beacon 6			Beacon 7	
	2007-08	2008-09*		2007-08	2008-09*		2007-08	2008-09*		2007-08	2008-09*
Enrolled a/o FALL*	174	212		315	303		215	287		290	325
TARGETED	93%	80%		57%	66%		75%	78%		51%	46%
NOT TARGETED	7%	20%		43%	44%		25%	22%		49%	54%
GENDER											
Females	39%	30%		41%	35%		47%	52%		44%	56%
Males	61%	70%		59%	65%		53%	48%		56%	44%
AGE GROUP											
9 – 11	13%	23%		46%	57%		37%	49%		46%	41%
12 – 14	87%	77%		54%	43%		63%	51%		54%	59%
RACE/ETHNICITY											
African American	14%	12%		2 %	2%		54%	58%		21%	22%
Asian	12%	18%		1%	1%		0	1%		2%	3%
Hispanic/Latino	45%	34%		94%	97%		37%	30%		59%	62%
Other	29%	36%		3%	1%		8%	12%		18%	14%
SCHOOL											
Site School	72%	52%		37%	54%		39%	34%		53%	51%

* For 2008-09, includes information only for those who were enrolled during the SY 2008-09 school year.

APPENDIX TABLE 1g: DEMOGRAPHIC CHARACTERISTICS OF PARTICIPANTS SF BEACONS, 2007-08 v. 2008-09*									
	Beacon 8			Beacon 9			Beacon 10		
	2007-08	2008-09*		2007-08	2008-09*		2007-08	2008-09*	
Enrolled a/o FALL*	775	854		779	690		137	136	
GENDER									
Females	49%	46%		50%	41%		45%	36%	
Males	51%	54%		50%	59%		55%	64%	
AGE GROUP									
9 – 11	36%	34%		39%	23%		47%	47%	
12 - 14	64%	66%		61%	77%		53%	53%	
RACE/ETHNICITY									
African American	7%	7%		18%	15%		50%	34%	
Asian	70%	70%		50%	52%		10%	22%	
Hispanic/Latino	6%	7%		24%	24%		28%	26%	
Other	17%	17%		8%	9%		12%	17%	

* For 2008-09, includes information only for those who were enrolled during the SY 2008-09 school year.

APPENDIX TABLE 2a: BYA POPULATION ATTENDANCE SUMMARY, NYC 2008-09

	PD BEACONS			Subtotal		DOC BEACONS			Subtotal	
	Beacon 1	Beacon 2	Beacon 3	PD	Beacon 4	Beacon 5	Beacon 6	Beacon 7	Doc	TOTAL
Total Enrolled 2008-09*	491	531	241	1263	262	491	319	389	1199	2724
Average Total Hours ALL	159.5	136.8	258.9	169.4	126.8	150.5	232.3	211.8	192.2	175.3
Average Official Hours ALL	84.0	92.3	140.3	98.5	91.1	80.5	124.6	126.2	107.1	101.5
Average Total Hours - Targeted	275.3	195.7	348.1	258.8	140.3	224.5	246.1	249.4	239.5	233.7
Average Official Hours - Targeted	145.6	132.9	175.6	146.8	107.1	133.6	134.7	168.5	145.0	140.4
Total Hours (Targeted)↓										
Low (1 - 72)	45%	53%	27%	45%	46%	41%	11%	31%	30%	38%
Mid (73 - 145)	23%	10%	17%	17%	19%	13%	26%	14%	17%	17%
High (146 - 216)	9%	13%	9%	11%	17%	23%	22%	11%	19%	15%
Above Cap (217+)	23%	24%	48%	28%	18%	23%	42%	44%	35%	30%
Targeted Participants with 20+hours (N) ↓	236	227	125	588	157	171	211	189	571	136
Average Total Attendance	275.6	205.2	380.1	270.6	176.6	260.2	261.9	254.9	259.1	254.4
Average Official Attendance	145.9	139.1	179.2	149.7	149.7	153.9	143.1	173.7	156.5	151.1

APPENDIX TABLE 2B: BYA POPULATION ATTENDANCE SUMMARY: SAN FRANCISCO, 2008-09

	Beacon 8	Beacon 9	Beacon 10	SF Total
Total Enrolled 2008-09*	866	703	163	1732
Average Hours	133.8	132.0	184.5	137.8
GENDER*				
Females	139.7	127.5	149.8	135.8
Males	128.9	136.0	216.6	140.4
AGE				
9 – 11	140.4	148.0	262.6	160.2
12 – 14	130.4	127.1	116.2	127.9
RACE/ETHNICITY				
African American	124.8	105.7	192.8	131.3
Asian	140.4	146.4	194.3	144.5
Hispanic/Latino	108.8	120.9	250.5	136.4
Other	128.1	128.4	188.8	135.1
LANGUAGE				
English	136.9	125.1	198.2	135.8
Chinese*	135.8	193.8	212.6	151.6
Spanish	79.4	111.4	231.0	130.0
* Includes Cantonese and Mandarin				

APPENDIX TABLE 2c: CHANGES IN ATTENDANCE RESULTS PRACTICE DEMONSTRATION BEACONS, 2007-08 v. 2008-09*									
	Beacon 1			Beacon 2			Beacon 3		
	2007-08	2008-09*		2007-08	2008-09*		2007-08	2008-09*	
Enrolled a/o FALL*	324	467		489	458		152	215	
TARGETED	53%	49%		37%	42%		80%	58%	
Average Total Hours ALL	84.8	163.4		72.1	129.3		86.5	282.4	
Average Official Hours ALL	48.1	85.2		50.8	80.4		28.6	148.0	
Average Total Hours - Targeted	138.8	277.1		131.5	202.6		31.4	179.2	
Average Official Hours - Targeted	83.8	145.0		93.9	126.7		16.3	55.5	
Total Hours (Targeted)↓									
Low (1 - 72)	64%	9%	↓	77%	41%	↓	77%	9%	↓↓↓
Mid (73 - 145)	15%	33%		7%	11%		9%	20%	
High (146 - 216)	7%	16%		3%	10%		5%	5%	
Above Cap (217+)	15%	43%	↑	13%	38%	↑	10%	66%	↑

* Only participants enrolled during the 2008-09 school year and their attendance data from that period are included here.

APPENDIX TABLE 2d: CHANGES IN ATTENDANCE RESULTS HYBRID and DOCUMENTATION BEACONS, 2007-08 v. 2008-09*											
	Beacon 4			Beacon 5			Beacon 6			Beacon 7	
	2007-08	2008-09		2007-08	2008-09		2007-08	2008-09		2007-08	2008-09
Enrolled a/o FALL*	174	212		315	303		215	287		290	325
TARGETED	93%	80%		57%	66%		75%	78%		51%	46%
verage Total Hours ALL	125.7	128.5		151.1	173.8		50.6	239.2		172.8	213.3
verage Official Hours ALL	86.9	88.5		99.6	96.3		45.9	126.0		117.6	115.4
Average Total Hours - Targeted	133.4	142.8		181.3	224.5		58.5	246.1		257.3	256.3
Average Official Hours - Targeted	93.3	103.6		125.0	133.6		52.9	134.7		174.6	157.4
Total Hours (Targeted)↓											
Low (1 - 72)	55%	47%		52%	36%	↓	78%	10%	↓↓	38%	18%
Mid (73 - 145)	14%	18%		11%	6%		5%	30%		16%	17%
High (146 - 216)	9%	10%	↑	6%	10%	↑	9%	17%	↑	10%	10%
Above Cap (217+)	22%	25%		32%	49%		8%	44%		36%	55%

* Only participants enrolled during the 2008-09 school year and their attendance data from that period are included here.

APPENDIX TABLE 2e: ATTENDANCE COMPARISONS SAN FRANCISCO BEACONS, 2007-08 v. 2008-09*									
	Beacon 8			Beacon 9			Beacon 10		
	2007-08	2008-09*		2007-08	2008-09*		2007-08	2008-09*	
Enrolled a/o FALL*	775	854		799	690		137	136	
GENDER									
Females	226.5	138.5	↓	59.4	108.9		201.4	167.7	
Males	226.1	126.4	↓	60.2	123.7		146.4	235.7	↑
AGE GROUP									
9 – 11	271.1	238.3	↓	46.9	125.1		260.2	314.9	↑
12 – 14	200.5	128.4	↓	62.3	114.7		83.3	120.7	↑
RACE/ETHNICITY									
African American	199.6	124.6	↓	55.5	203.5	↑	183.5	214.7	
Asian	235.0	137.8	↓	56.3	122.0	↑	56.0	244.4	↑
Hispanic/Latino	179.1	109.6	↓	56.4	116.7	↑	252.0	247.4	↑
Other	223.0	125.1	↓	61.9	120.2	↑	176.6	195.9	
LANGUAGE									
English	231.7	133.3	↓	50.8	112.3	↑	180.5	212.8	↑
Chinese	233.6	134.6	↓	102.2	152.3	↑			
Spanish	134.3	81.2	↓	80.5	106.4		245.5	226.8	
Other	186.8	129.0	↓	55.8	136.7	↑			

* Only participants enrolled during the 2008-09 school year and their attendance data from that period are included here.

APPENDIX TABLE 2f : ATTENDANCE COMPARISONS SAN FRANCISCO BEACONS, 2007-08 v. 2008-09*									
	Beacon 8			Beacon 9			Beacon 10		
	2007-08	2008-09*		2007-08	2008-09*		2007-08	2008-09*	
Enrolled a/o FALL *	775	854		799	690		137	136	
TOTAL WITH 21/MORE HRS	725	761		267	472		94	114	
Average Total Hours	240.7	146.8		153.4	168.2		242.8	239.3	
Total Hours (21+)↓									
Low (1 - 72)	16%	23%	↑	41%	24%	↓	19%	22%	
Mid (73 - 145)	16%	30%	↑	20%	21%		22%	13%	↓
High (146 - 216)	14%	27%	↑	12%	20%	↑	10%	5%	
Above Cap (217+)	55%	21%	↓	27%	35%	↑	49%	50%	

* Only participants enrolled during the 2008-09 school year and their attendance data from that period are included here.

APPENDIX TABLE3: TOTAL HOURS AND RATE OF PARTICIPATION, FOR NYC BYA BEACONS, 2008-09

	Beacon 1	Beacon 2	Beacon 3	Beacon 4	Beacon 5	Beacon 6	Beacon 7	TOTAL
Targeted	236	239	125	200	200	225	195	1420
Total Hours	65031	46774	47513	28049	44895	55363	48236	335861
Official Hours	34427	31763	22396	21429	26723	30314	32864	199916
Expected DYCD*	43200	43200	43200	43200	43200	43200	43200	302400
REPORTED ROP	102%	114%	81.4%	56.4%	92%	95.9%	116.3%	
CALCULATED ROP Total Hours**	150.5%	108.3%	110.0%	64.9%	103.9%	128.2%	111.7%	111.1%
CALCULATED ROP Official Hours***	79.7%	73.5%	51.8%	49.6%	61.9%	70.2%	76.1%	66.1%
ALL YOUTH								
Total Hours	78320	72616	64065	33222	73902	74342	82387	478854
Official Hours	41232	49008	33995	23867	39540	39828	49109	276579
CALCULATED ROP Total Hours***	181.3%	168.1%	148.3%	76.9%	171.1%	172.1%	190.7%	158.4%
CALCULATED ROP Official Hours****	95.4%	113.4%	78.7%	55.2%	91.5%	92.2%	113.7%	91.5%

ROP = Rate of participation – the percentage of official hours in which targeted youth attend official Beacon activities.

*** The Expected total number of hours, as determined by DYCD, is 43200 (216 hours * 200 participants)**

**** ROP is calculated using all attendance hours divided by expected DYCD hours (43200)**

*****ROP is calculated using only official hours divided by expected DYCD hours (43200)**