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ARISE Foundation Final Report (2005-2006) Life Management Skills Project

**Submitted to the Office of Juvenile Justice and Delinquency Prevention
Project 2005-JLFX-0013**

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Executive Summary

ARISE Foundation is a nonprofit foundation and an innovative leader in the development of reality-based life management skills programs and staff training targeting high risk and incarcerated youth. ARISE's mission is to assist high-risk youth in achieving their true potential and equip them with the necessary tools to enrich their own lives and the lives of those with whom they interact. In this project funded by the Office of Juvenile Justice and Delinquency Prevention (Project 2005-JLFX-0013), ARISE provided Life Management Skills instructor training, program materials, and program monitoring to juvenile justice staff at 43 juvenile justice facilities throughout the State of Florida between June 1, 2005 and May 31, 2006. The results indicated that the program was very successful and met its four goals. Salient findings are given below.

- Goal 1:** ARISE trained 166 Florida Department of Justice staff as certified ARISE Life Management Skills instructors.
- Goal 2:** In total, 4,920 ARISE Life Management Skills Workbooks were distributed to participating youth, and 527 ARISE Life Skills Manuals were distributed to instructors.
- Goal 3:** Information about the ARISE Life Management Skills Program was distributed via a web forum and downloadable lessons
- Goal 4:** On the Exit Survey, between 90% and 95% of the youth felt the program was beneficial and would help them when they leave the facility. On the Life Management Skills chapter quizzes and unit assessments, youth varied in the degree of knowledge demonstrated after instruction in the various components of the program (e.g., Anger Management, Self-esteem, Learning Strategies and Time Management, etc.). However, nearly all youth met the learning criterion (a score of 75% or better on the assessments). Focus groups and interviews indicated that youth and staff generally were very positive and expressed satisfaction with the content and delivery of instruction. The vast majority of staff teaching the Life Management Skills program expressed satisfaction with the program and felt that it had a positive impact on youth and staff at the facilities.

Introduction

The ARISE Foundation is a nonprofit foundation and an innovative leader in the development of reality-based life management skills programs and staff training targeting high risk and incarcerated youth. ARISE's mission is to assist high-risk youth in achieving their true potential and equip them with the necessary tools to enrich their own lives and the lives of those with whom they interact. In this project, funded by the Office of Juvenile Justice and Delinquency Prevention, ARISE provided Life Management Skills instructor training, program materials, and program monitoring to juvenile justice staff at 35 juvenile justice facilities throughout the State of Florida. The staff then provided instruction to at risk youth under their supervision. The 2005-2006 year of the project began June 1, 2005 and ended May 31, 2006.

This report provides results regarding the four goals for the project as delineated in the proposal. These goals focused on training juvenile justice staff to provide participants in Florida's juvenile justice facilities with life management skills instruction and, in doing so, improving their knowledge of a wide variety of topics such as anger management, substance abuse and guns, time management, finding and keeping a job, managing money, hygiene, and self-esteem. The youth participants were assessed at the end of each chapter and unit to determine their knowledge of the life management skills taught. The instructors administered the quizzes to the participants. The instructors also completed training evaluations and staff surveys on job satisfaction and staff and youth conflict. Staff and facility representatives completed surveys to assess their perceptions of the value and utility of the ARISE Life Management Skills program. Focus groups and interviews were conducted with youth and staff at three facilities to provide feedback from youth and staff regarding the Life Management Skills Program. Each program Goal is listed below. The appropriate evaluation method(s) used to determine if the goal was met is then described. Finally, the results for each method are reported and summarized.

Goal 1: Train juvenile officers as ARISE certified life-skills instructors.

Performance Indicators:

Evaluate the training program.

- Train 125 Florida Department of Justice staff as ARISE Life Management Skills instructors.
- 95% of the trainees will complete a training evaluation.
- 25% of the trainees will complete the instructor survey.
- The ARISE program specialist and training manager will complete a training review and follow-up report after each training.
- The ARISE program specialist and training manager will observe 10% of the ARISE trained Life Skills Instructors.
- 25% of the trainees will complete the instructor survey.
- 75 % of the facilities will send in their weekly reports.

Results:

ARISE Training Evaluation

ARISE trained 166 Florida Department of Justice staff as certified ARISE Life Management Skills instructors. The ARISE Training Evaluation is a five-point rating

scale (strongly disagree, disagree, somewhat agree/disagree, agree, strongly agree). The scale has seven items: one item on perception of overall ability, three items to evaluate the training session, and three items to evaluate the trainer. Two items required trainees to list what was most and least helpful. A total of 105 staff completed the training evaluations at 35 juvenile facilities in the State of Florida. The number and percentage of staff responding to each item are reported below.

1. I feel prepared to teach the ARISE Life Management Skills program because of this training.

SD	D	Somewhat	A	SA
2 (2%)	0 (0%)	3 (3%)	32 (30%)	68 (65%)

2. The training materials are helpful.

SD	D	Somewhat	A	SA
2 (2%)	0 (0%)	1 (1%)	24 (23%)	78 (74%)

3. The training was clear and easy to follow.

SD	D	Somewhat	A	SA
2 (2%)	0 (0%)	0 (0%)	30 (29%)	73 (69%)

4. The training was interactive and helpful.

SD	D	Somewhat	A	SA
2 (2%)	0 (0%)	2 (2%)	12 (11%)	89 (85%)

5. The trainer demonstrated the skills I need to teach the program.

SD	D	Somewhat	A	SA
2 (2%)	0 (0%)	1 (1%)	15 (14%)	87 (83%)

6. The trainer stimulated discussion by asking thought-provoking questions, using relevant examples, and conducting interactive exercises.

SD	D	Somewhat	A	SA
2 (2%)	0 (0%)	0 (0%)	20 (19%)	83 (79%)

7. The trainer provided feedback consistently.

SD	D	Somewhat	A	SA
2 (2%)	0 (0%)	0 (0%)	11 (11%)	92 (88%)

Between 95% and 98% of the respondents agreed or strongly agreed with all items. The staff was very enthusiastic and complimentary and felt that the training was extremely helpful. They reported that the group activities and trainer knowledge and feedback were most helpful.

ARISE Instructor Survey

The ARISE Life Management Skills Instructor Survey is a four-point scale (strongly disagree, disagree, agree, strongly agree). The scale has eight items on job satisfaction and perceptions of the Life Management Skills program.

A total of 40 staff completed the ARISE Instructor Survey. These individuals ranged from counselors to resident advisors to group treatment leaders. The number and percentage of staff responding to each item are reported below.

1. Youth are rarely disruptive during the ARISE groups.

SD	D	A	SA
1 (3%)	12 (29%)	26 (65%)	1 (3%)

- | | | | | |
|--|--------|---------|----------|----------|
| 2. I have had more job satisfaction since I began teaching the ARISE program. | SD | D | A | SA |
| | 0 (0%) | 7 (18%) | 30 (75%) | 3 (7%) |
| 3. The Life Management skills I am teaching help me in dealing with personal issues. | SD | D | A | SA |
| | 0 (0%) | 5 (13%) | 28 (70%) | 7 (17%) |
| 4. I am better able to communicate with youth and other staff since I became a life skills instructor. | SD | D | A | SA |
| | 0 (0%) | 5 (13%) | 28 (70%) | 7 (17%) |
| 5. The youth are attentive during ARISE lessons. | SD | D | A | SA |
| | 0 (0%) | 2 (5%) | 32 (80%) | 6 (15%) |
| 6. The ARISE life management lessons are valuable for the youth at this facility. | SD | D | A | SA |
| | 0 (0%) | 1 (3%) | 26 (65%) | 13 (32%) |
| 7. The ARISE staff training is beneficial. | SD | D | A | SA |
| | 0 (0%) | 1 (3%) | 24 (60%) | 15 (37%) |
| 8. ARISE has assisted our facility in meeting its quality assurance requirements. | SD | D | A | SA |
| | 0 (0%) | 0 (0%) | 26 (67%) | 13 (33%) |

Between 68% and 100% of the staff completing the ARISE Instructor Survey either agreed or strongly agreed with all of the statements regarding the value and utility of the ARISE Life Management Skills program.

ARISE Lesson Planning and Implementation Evaluation.

The ARISE trainers evaluated 39 groups of staff on lesson planning and implementation of the Life Management Skills program. The ARISE Lesson Planning and Implementation Evaluation is a five-point scale, where 1 is the lowest and 5 is the highest rating. The scale has three items:

1. The instructors demonstrated a firm grasp of the ARISE teaching formula.
2. The instructors exhibited a high level of group interaction and positive feedback.
3. The instructors followed the lesson plan and provided positive feedback.

The mean scores for the items were 4.82, 4.46, and 4.74, respectively, indicating a very high level of integrity of program implementation.

Goal 2: Disseminate to all facilities a comprehensive life-skills program that is easy for juvenile justice staff to administer.

Performance Indicator:

- Disseminate ARISE Life Management Skills Program materials to facilities.

Results: 4,920 ARISE Life Management Skills workbooks were distributed to the youth, and approximately 527 ARISE Life Management Skills manuals were distributed to the instructors.

Goal 3: Provide a web forum and on line information for use by the ARISE trained Life Management Skills instructors.

Performance Indicators:

- Provide ongoing information to Florida’s juvenile justice agencies and officials.

Results: A web forum was available for use by the trained life skills instructors, and downloadable lessons were provided monthly.

Goal 4: Evaluate the program to determine the effectiveness of training and program implementation,

Performance Indicators:

- 10% of the youth will complete the ARISE exit survey.
- 10% of the youth will complete the section quizzes and assessments.
- Conduct Focus Groups or Interviews with the Life Skills instructors and youth.
- 95% of the trainees will complete a training evaluation (see Goal 1).
- 25% of the trainees will complete the instructor survey (see Goal 1).
- The ARISE program specialist and training manager will complete a training review and follow-up report after each training (see Goal 1).
- The ARISE program specialist and training manager will observe 10% of the ARISE trained Life-Skills Instructors (see Goal 1).

Results: 100% of the youth involved in the program received Life Management Skills instruction 1-5 times a week during the year. Weekly reports were collected from facilities that indicated youth at 35 juvenile facilities were involved in the ARISE Life Management Skills sessions weekly.

ARISE Exit Surveys

ARISE Exit Surveys were collected for 457 participating youth. Several of the youth did not complete all of the items. Four items on the questionnaire used a four-point rating scale (really disagree, disagree, agree, really agree). The final item asked which lessons helped them the most. The number and percentage of youth responding to each item are reported below.

1. The ARISE Life Skills instructor helped me understand the ARISE lessons.

RD	D	A	RA
3 (1%)	8 (2%)	275 (60%)	171 (37%)

2. The ARISE lessons will help me be successful when I leave this facility.

RD	D	A	RA
5 (1%)	24 (5%)	261 (57%)	167 (37%)

3. The ARISE lessons helped me control my anger.

RD	D	A	RA
10 (1%)	74 (9%)	426 (50%)	343 (40%)

4. The ARISE program taught me to communicate better.

RD	D	A	RA
4 (1%)	19 (4%)	263 (58%)	170 (37%)

Item 5: Of the units that helped the youth the most, 74% of the youth chose Anger Management; 32% chose Self-Esteem; 36% chose Conflict Resolution; 21% chose Networking, Jobs, and Money; and 12% chose Health and Hygiene.

Summary: Between 90% and 95% of the youth thought the ARISE program was beneficial and would help them when they left the facility. The youth thought the lessons on anger management were most beneficial.

Section Quizzes and Assessments

Youth participated in the following Life Management Skills sections/units. Each quiz has five multiple-choice items (total possible score = 5). The results for the quizzes appear below. The number of participants who participated in the quizzes, mean score for the quizzes, and the percentage of participants who met the criterion set for the meeting Goal 5 are reported. The mean score for each quiz is listed below.

Anger Management

	<u>Quiz 1</u>	<u>Quiz 2</u>	<u>Quiz 3</u>
	(<i>n</i> = 61)	(<i>n</i> = 78)	(<i>n</i> = 109)
Mean score	4.7	4.3	4.2

The percentage of students meeting Goal 5 by scoring at least 75% correct on the quizzes is listed below.

<u>Quiz 1</u>	<u>Quiz 2</u>	<u>Quiz 3</u>
(<i>n</i> = 61)	(<i>n</i> = 78)	(<i>n</i> = 109)
97%	80%	83%

In sum, between 80% and 97% of the participants met the criterion for Goal 5 for the Anger Management unit by achieving a score of 75% or better on the chapter quizzes.

Self-Esteem

	<u>Quiz 1</u>	<u>Quiz 2</u>	<u>Quiz 3</u>
	(<i>n</i> = 166)	(<i>n</i> = 175)	(<i>n</i> = 103)
Mean score	4.7	4.0	4.8

The percentage of students meeting Goal 5 by scoring at least 75% correct on the quizzes is listed below.

<u>Quiz 1</u>	<u>Quiz 2</u>	<u>Quiz 3</u>
(<i>n</i> = 166)	(<i>n</i> = 175)	(<i>n</i> = 103)
95%	70%	99%

In sum, between 70% and 99% of the participants met the criterion for Goal 5 for the Self-Esteem unit by achieving a score of 75% or better on the chapter quizzes.

Learning Strategies and Time Management

	<u>Quiz 1</u>	<u>Quiz 2</u>	<u>Quiz 3</u>
	(<i>n</i> = 70)	(<i>n</i> = 67)	(<i>n</i> = 68)
Mean score	4.3	4.6	4.2

The percentage of students meeting Goal 5 by scoring at least 75% correct on the quizzes is listed below.

<u>Quiz 1</u>	<u>Quiz 2</u>	<u>Quiz 3</u>
(<i>n</i> = 70)	(<i>n</i> = 67)	(<i>n</i> = 68)
86%	94%	80%

In sum, between 86% and 94% of the participants met the criterion for Goal 5 for the Learning Strategies and Time Management unit by achieving a score of 75% or better on the chapter quizzes.

Networking, Jobs, and Money

<u>Quiz 1</u>	<u>Quiz 2</u>	<u>Quiz 3</u>
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	(<i>n</i> = 139)	(<i>n</i> = 149)	(<i>n</i> = 93)
Mean score	4.4	4.1	4.4

The percentage of students meeting Goal 5 by scoring at least 75% correct on the quizzes is listed below.

<u>Quiz 1</u>	<u>Quiz 2</u>	<u>Quiz 3</u>
(<i>n</i> = 139)	(<i>n</i> = 149)	(<i>n</i> = 93)
90%	77%	84%

In sum, between 77% and 90% of the participants met the criterion for Goal 5 for the Networking, Jobs, and Money unit by achieving a score of 75% or better on the chapter quizzes.

Substance Abuse and Guns

	<u>Quiz 1</u>	<u>Quiz 2</u>	<u>Quiz 4</u>
	(<i>n</i> = 47)	(<i>n</i> = 45)	(<i>n</i> = 58)
Mean score	4.0	4.5	4.0

The percentage of students meeting Goal 5 by scoring at least 75% correct on the quizzes is listed below.

<u>Quiz 1</u>	<u>Quiz 2</u>	<u>Quiz 4</u>
(<i>n</i> = 47)	(<i>n</i> = 45)	(<i>n</i> = 58)
73%	92%	66%

In sum, between 73% and 92% of the participants met the criterion for Goal 5 for the Substance Abuse and Guns unit by achieving a score of 75% or better on the chapter quizzes.

Dropping Out of School

	<u>Quiz 2</u>	<u>Quiz 3</u>
	(<i>n</i> = 49)	(<i>n</i> = 44)
Mean score	2.6	3.9

The percentage of students meeting Goal 5 by scoring at least 75% correct on the quizzes is listed below.

<u>Quiz 1</u>	<u>Quiz 2</u>
(<i>n</i> = 49)	(<i>n</i> = 44)
75%	75%

In sum, between 83% and 99% of the participants met the criterion for Goal 5 for the Dropping Out of School unit by achieving a score of 75% or better on the chapter quizzes.

Fatherhood

	<u>Quiz 2</u>
	(<i>n</i> = 40)
Mean score	4.8

The percentage of students meeting Goal 5 by scoring at least 75% correct on the quizzes is listed below.

<u>Quiz 2</u>
(<i>n</i> = 40)
93%

In sum, 93% of the participants met the criterion for Goal 5 for the Fatherhood unit by achieving a score of 75% or better on the chapter quizzes.

Focus Groups for the OJJDP ARISE Project

ARISE Life Management Skills Program

Questions for the staff:

1. What do you like about the ARISE lessons?
2. What do you find most challenging about the ARISE groups?
3. Have the ARISE lessons had an effect on conflict during group time? Please explain.
4. How well do you feel the ARISE training prepared you to teach? Is there anything different that ARISE should do in the training?
5. What types of activities and topics do the youth respond the most to?
6. Which do they like the least?
7. Since becoming a certified life-skills instructor, how has it affected your life on the job and at home?

Questions for the youth:

1. What is the one thing you're most concerned about when you leave this facility?
2. Which ARISE lesson or thought will help you the most when you leave this facility and are back home?
3. What do you like most about the ARISE program?
4. What do you wish you had known before you came to this facility?
5. Which of the ARISE topics have helped you the most?
6. What would make the ARISE sessions better?
7. Describe a typical ARISE session.
8. How do the instructors help you understand the ARISE material?
9. When released, will you share what you have learned in the ARISE groups with your family and friends?

**Everglades Youth Development Center (9-10 month program for youth...many students have mental disorders and are on medication).
Florida City, FL**

May 11, 2006

Focus group: Four young men.

Individual interview with one male staff (mental health counselor who has been at the facility for nine years).

Youth Questions

What is the one thing you are most concerned with when you leave this facility?

- My family. I have two children.
- Getting my GED.
- Getting a job.
- Working.
- Whether I will be successful.
- Whether a school will accept me.

Which ARISE lesson or thought will help you the most when you leave this facility?

- Anger management. Think before you act. Using self-talk to control anger.
- Life skills and figuring out what to do.
- Coping skills. Progress step by step.
- The one on stopping aggression. I need that. There are other ways to get through things.

What do you like most about the ARISE program?

- The group helps the most. We talk things out.
- Discussing family issues, behavior issues, and school issues.
- Problem solving.
- The role plays.

What do you wish you had known before you came to this facility?

- What my rights are.
- To cooperate with the police.
- Thinking about the consequences of my actions.
- Thinking before acting.
- Wish I knew the law and which laws were violated.

Which of the ARISE topics has helped you most?

- Anger management.
- All the life skills lessons.
- Drop out prevention.

What would make the ARISE sessions better?

- More role plays.
- More about the process of how to get there. Like reaching goals. How to do that.

How do the instructors help you understand the ARISE material?

- They explain it and help us understand.
- I understand better when we act it out.

When released, will you share what you have learned in the ARISE groups with your family and friends?

- Yes, with my younger brothers and sisters.
- With my family.
- I will tell them how to go from negative to positive results.

Staff Interview

What do you like about the ARISE lessons?

- It's a good program and provides good information that these kids need desperately.
- The kids seem to like it. We teach it every day to groups of 8-9 youth.

What do you find most challenging about the ARISE groups?

- Sometimes the material is way over their heads. Perhaps some more basic books on a lower level would be helpful. These kids need the information and concepts broken down. For example, the lessons on percentage and statistics are too difficult for most of them. Include more real life activities that they can relate to. Keep the activities basic and quick. Make them easy to understand. Target their level especially when introducing new concepts. Also, they need techniques to help them reach the goals they set. Some concrete steps to solving problems and reaching goals. 50 tips are too many. Select the top five and work on those.

Do you see a difference in your program before you had ARISE?

- The program helps them work through their problems and emotions.

How well do you feel the ARISE training prepared you to teach? Is there anything different ARISE should do in the training?

- I can't remember the training, but I must have had it. I have been teaching the ARISE program for years.

What types of activities and topics do the youth respond to most?

- Brainstorming, role plays, drawing.
- They respond to anything competitive. They like the exercises where they actively participate.

Which do they like least?

- Reading and writing.

You are a certified life-skills instructor. Do you think your training and your teaching have influenced your life on the job and/or at home? If yes, how?

- Yes, especially with goal setting and problem solving.

**Red Road Academy
Okeechobee, FL**

May 22, 2006

Focus group with youth: Five young men.

Focus group with staff: Four staff

Youth Questions

What is the one thing you are most concerned with when you leave this facility?

- Not coming back.
- Completing aftercare, like probation.

Which ARISE lesson or thought will help you the most when you leave this facility?

- Decision making skills to make better choices.
- The one about bullying.
- Mediation.

What do you like most about the ARISE program?

- I like the staff.
- It's easy to get along.

What do you wish you had known before you came to this facility?

- What the program was like.
- What freedom feels like.
- How valuable it is to be free.

Which of the ARISE topics has helped you most?

- All of them.
- Anger management.
- Decision making.

What would make the ARISE sessions better?

- Doing fine. I like the way it is.
- More group discussions.

Describe a typical ARISE lesson.

- First we talk about the book.
- We give opinions.

- We do role plays.
- We did a trust walk.

How do the instructors help you understand the ARISE material?

- They read it aloud.
- They answer questions and give examples.

When released, will you share what you have learned in the ARISE groups with your family and friends?

- Yes, with my nieces and brothers, so they won't end up here.
- I will tell my experiences.

Staff Focus Group

What do you like about the ARISE lessons?

- The games they play. The youth like those.
- They don't like the drawings. They always get dirty.

What do you find most challenging about the ARISE groups?

- They don't like the role plays. They get excited, and it escalates, and they get rough.
- The groups are at night when they are tired after a long day.
- They love the raps, but they need to be monitored.
- We need new materials because some of the boys repeat them and they get bored.
- The groups are too large, 14-15 youth to one staff.
- The lessons could be more detailed with more room for discussion and more activities. They like the activities.
- The ARISE program is excellent. We use it in mental health.

Do you see a difference in your program before you had ARISE?

- I relate to the program. The counselor discloses.
- It's about real life. The youth like the stories about real people, e.g. Mariah Carey.
- We use the fatherhood lessons with the youth who have children.

How well do you feel the ARISE training prepared you to teach? Is there anything different ARISE should do in the training?

- I loved the training. We actually did the exercises that we would teach.

What types of activities and topics do the youth respond to most?

- The health books to make them more aware.

Which do they like least?

- Reading and writing.

You are a certified life-skills instructor. Do you think your training and your teaching have influenced your life on the job and/or at home? If yes, how?

- Yes, these guys are like my kids.
- It helps me to get to know them better.

Three Springs of Osceola (telephone interviews) Okeechobee, FL

June 14, 2006

Telephone interviews: Two young men.

Telephone interview with the Director.

Youth Questions

What is the one thing you are most concerned with when you leave this facility?

- That's a good question. I can't say. I need to think about that. I really don't know.
- Messing up and getting back into drugs and alcohol. The fights around drugs, and the people who use them.

Which ARISE lesson or thought will help you the most when you leave this facility?

- Self-esteem.
- Anger management.

What do you like most about the ARISE program?

- I don't like the program, but it did help me. It teaches you to control your anger and gives tips for improving self-esteem.
- I like the role plays. I work with the other members on teamwork.

What do you wish you had known before you came to this facility?

- Everything I didn't know.
- I wish I'd known how to control my anger better. I get mad easy and I'm always ready to fight. I learned how to get control. I violated aftercare and came back, so I know most of the stuff.

Which of the ARISE topics has helped you most?

- Self-esteem (both).

What would make the ARISE sessions better?

- Better? I don't know.
- Add new lessons about making good and bad choices. We need a workbook about relationships.

Describe a typical ARISE lesson.

- Read and then discuss what we went over.
- Role plays. They can be easy or hard, it depends.

How do the instructors help you understand the ARISE material?

- They explain and show us how to do it before we do it. They have a teacher's edition so they can show us.
- They explain the directions and tell us how to do the lessons. They ask questions and ask if anyone needs help.

When released, will you share what you have learned in the ARISE groups with your family and friends?

- I will share everything I did in this place. I'm going to follow directions and think before I act. I have changed a lot.
- More than likely, I will try to teach my friends.

Telephone interview with the director.

What do you like about the ARISE lessons?

- The variety and the fact that they can be used with any level and age. We have youth 14-18 on a variety of levels.

What do you find most challenging about the ARISE groups?

- Sometimes the lessons are too short. We need more activities to fill the hour and fifteen minute period.

Do you see a difference in your program before you had ARISE?

- Yes. Having the lessons provides a routine for them. We do one lesson per day, so they are all on the same page.

How well do you feel the ARISE training prepared you to teach? Is there anything different ARISE should do in the training?

- I liked the training. It was all day and focused how to run a group. The trainers were excellent.

What types of activities and topics do the youth respond to most?

- The arts and crafts. It's their favorite. They like talking about themselves.

Which do they like least?

- The role plays. They don't like standing up in front of the others.

You are a certified life-skills instructor. Do you think your training and your teaching have influenced your life on the job and/or at home? If yes, how?

- Yes, even when we are going through it. We learn to help ourselves.