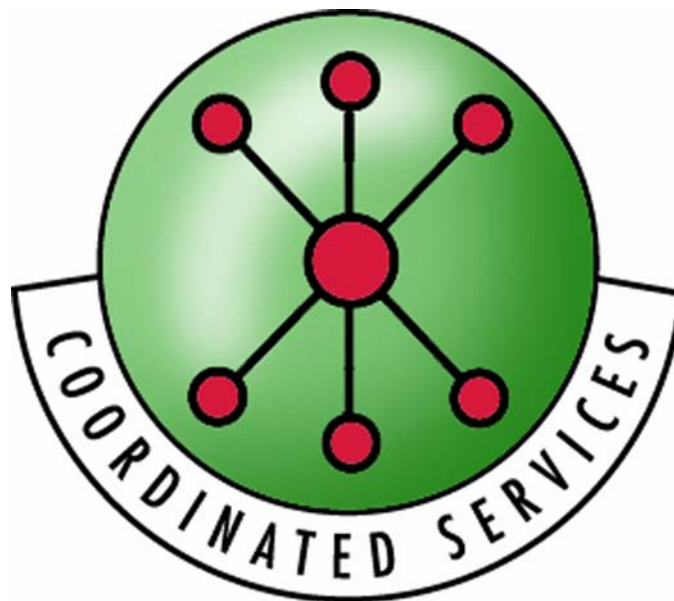


COORDINATING YOUTH SERVICES

NOTES PACKET

PRESENTED BY:
NEW WAYS TO WORK AND THE YOUTH COUNCIL
INSTITUTE



DECEMBER 9, 2004 • VISALIA, CALIFORNIA

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WORKSHOP SUMMARY

The YCi Network held a “Coordinating Youth Services” workshop on December 9th in Visalia, California. The workshop proved to be an informative, successful event. Youth Council staff members, community youth service providers and educators came together to learn tools to support effective collaboration and discovered ways to link youth serving organizations. Partnership with other agencies and resource mapping were major themes of the meeting, and many participants expressed that they now have the motivation to form better strategies in order to make their programs more effective in benefiting the lives of the youth in their community.

According to evaluation results, 100% of participants agreed or strongly agreed that the discussions were helpful and useful and that the event was worth the time, effort, and resources to attend. 93% of participants felt that the “Mapping Potential Partners” activity was excellent or good and commented that as a result of attending this session they would look into connecting with potential partners in order to collaborate. 93% also felt that sharing coordinating and partnering success stories with other communities was good or excellent and participants requested another meeting to share experiences and similar stories as a follow up to this event. Overall, participants felt the workshop was very successful at giving them new ideas about planning and incentives to seek partnership. Those that attended left with good information and fresh ideas.

This packet includes transcribed notes from the workshop and evaluation results. Notes from similar workshops held in other locations and additional information from this workshop can be viewed and downloaded online at: <http://www.nww.org/previouscalls.html>. Additional questions or comments can be directed to Chandra at clarsen@nww.org.



MEETING NOTES

Workshop Topic Overview - Coordinating Youth Services

Youth Councils, community providers, and educators are all striving to develop coordinated and connected youth-serving systems. Increasingly, funders are asking for evidence that communities and organizations are coordinating services and collaborating effectively in order to receive funding. The “Coordinating Youth Services” workshops are part one of a series of YCi planned activities that focus on building the organizational capacity to coordinate youth services, and tools for partnering with other programs and systems within communities. During these one-day workshops, participants discovered the importance of key activities and developed strategies to begin to:

- Collaborate and partner effectively;
- Develop strategies to intentionally link youth-serving organizations within their communities; and
- Map all services available to youth in the community;
- Network with other YCi practitioners and partners who are passionate about improving the lives of young people.

Expectations

Participants introduced themselves and shared the following expectations for the workshop.

- Learn about other’s strategies
- Network
- Fresh ideas
- Mapping - technology and connect to educational planning and resource mapping regionally
- Communication strategies across systems
- Coordinating activities with other programs
- Continue dialogue/advance connections for coordinating youth services
- Connect to high school age youth
- New WIB strategies
- Learn/network regionally
- Resources

Why Coordinate Services?

Charlene Mouille opened the workshop with a group brainstorm identifying the reasons a community may want to coordinate services. Participants reported the following reasons:

- Maximize resources
- Build stronger programs
- Expertise of partners so system gets better
- Services better for youth
- Help the community



ELEMENTS OF A COMPREHENSIVE YOUTH-SERVING SYSTEM

Elements of a Comprehensive Youth Serving System

Chandra Larsen reviewed the Elements of a Comprehensive Youth-Serving System framework and discussed the use of the tool. The framework is based on a balanced set of elements that need to be in place for youth to succeed, girded up by a comprehensive approach. In building a comprehensive youth-serving system, Youth Councils, educators, and other youth service providers are encouraged to bring local programs, initiatives, and institutions to a single table to strategize how to eliminate the duplication of services, maximize multiple funding sources and establish long-range planning.

The five key elements illustrated on the Elements of a Comprehensive Youth-Serving System chart must be in place in order to provide a balanced set of services to youth and develop a structure to support community-wide coordination of those services. These elements and descriptions of the targets of each element are listed below:

Academic Excellence

All youth must be engaged in their learning in the classroom and encouraged to achieve high academic standards.

Career Preparation

All youth must be provided learning opportunities in the workplace and community and exposed to a range of activities that further their career goals.

Youth Development and Support

All youth need positive connections to caring adults and safe environments. Youth development principles should be applied in all learning situations and services should be targeted to individual needs.

Youth Leadership

Youth should be engaged and visibly active in leadership roles in the community. All youth should take an active role in designing and determining the activities and opportunities provided to them.

Comprehensive Approach

A formal, networked system of institutions, providers and programs must be in place to reinforce a comprehensive set of services and supports that connect the other four elements for all youth.

To download the graphic chart of the Elements of a Comprehensive Youth-Serving System, go to: <http://www.nww.org/toolviews/ycielements.html> and click on the link for the download page.

A Comprehensive Approach

Charlene Mouille provided an in-depth introduction on the fifth element - the Comprehensive Approach. In a comprehensive system, formal networks youth service providers and educational institutions provide the system's foundation. Activities are intentionally sequenced and coordinated, resources are leveraged, and a clear and efficient governance structure is in place.

The following characteristics describe a community that is successfully addressing the *Element of Comprehensive Approach*:

A formal network provides the foundation for an equitable, coordinated system.

- Community leadership is engaged and supports collaboration.
- An operational infrastructure is in place.
- The system is focused on quality and is responsive to emerging needs.
- All components of the system are connected.
- All partners have clear roles and responsibilities.
- Adequate resources are available and leveraged.
- The community is aware of and publicly supports a focus on youth issues.



UNDERSTANDING MARKET FORCES

Understanding Market Forces

Charlene Mouille discussed identifying potential partner's market forces as a strategy for addressing partnering challenges. Communities, organizations, and programs who wish to coordinate youth services must pay attention to market forces and environment that affects potential partners. True partners understand the forces that impact the work of one another. Participants completed an interactive process to understand the market forces of potentially partnering with Community Colleges. (Instructions regarding how to duplicate this process and a sample tool may be downloaded from the New Ways website at <http://www.nww.org/previouscalls.html>. Go to "Coordinating Youth Services" content series.

Understanding Market Forces Chart

The following chart was completed by participants in the workshop. Participants chose to focus on partnering with Community Colleges. The content of the chart is also transcribed on the following page.

| UNDERSTANDING MARKET FORCES | | | | |
|--|---|--|--|--|
| MARKET FORCES | OPPORTUNITIES | COLLABORATION/PARTNERING STRATEGIES | COMMUNITY PARTNERS (COMMUNITY COLLEGES) | WHAT DO YOU NEED THEM TO DO OR TO PROVIDE? |
| <ul style="list-style-type: none"> - Retention (College) - Academic performance - Recruiting to provide service - Referrals - Transfers to 4-year - Already a community - see themselves as self-sufficient - Board of Directors - Equity standards - Internal politics - Academic Senate - More demand & class respect ^{course load} and staff - Lack of \$ to share | <ul style="list-style-type: none"> - Support Retention - Case managers to build capacity - Support services for case managing - External family/relationship support - Incompatible current overlap between EDPS & WIA - Help w/ unmet needs - Place to live, finances, etc. | <ul style="list-style-type: none"> - JOBS/WORK (PART/FULLTIME) - CASE MANAGEMENT | <ul style="list-style-type: none"> - Economic Development Dept. - Vocational/Tech Education - Disable Students Program - Workability - Financial Aid - <u>EDPS - Extended ops. program</u> - <u>COORDINATORS (EDPS)</u> | <ul style="list-style-type: none"> - SUPPORT for post-secondary success - Tutoring - Financial Incentives - Work study - College orientation - Counseling - Re-entry clubs - Referrals - Seamless coordination of transition services - Caring case managers - Mentoring - peer mentoring |



UNDERSTANDING MARKET FORCES

| COMMUNITY COLLEGES | | | | |
|--|---|--|---|---|
| Market Forces | Opportunities | Collaboration/ Partnering Strategies | Community Partners | What do you need them to do or to provide? |
| <ul style="list-style-type: none"> ▪ Retention (college) ▪ Academic performance ▪ Recruiting to provide service ▪ Referrals ▪ Transfer to 4 year college ▪ Already a community- see themselves as self-sufficient ▪ Board of Directors ▪ Equity Standards ▪ Internal politics ▪ Academic senate ▪ More demand and class/course load impact ▪ Lack of \$ and staff to share | <ul style="list-style-type: none"> ▪ Support retention ▪ Case managers- build capacity and support services for case managing ▪ External family/relationship support ▪ Investigate current overlap between EOP's and WIA ▪ Help with un-met needs ▪ Place to live, finances, etc. | <ul style="list-style-type: none"> ▪ Jobs/Work (part/full time) ▪ Case management | Community Colleges <ul style="list-style-type: none"> ▪ Economic Development Depts. ▪ Vocational/Tech education ▪ Disabled students program ▪ Workability ▪ Financial Aid ▪ EOPS-extended ops. Program ▪ Coordinators (EOPS) | <ul style="list-style-type: none"> ▪ Support for post-secondary success ▪ Tutoring ▪ Financial incentives ▪ Work-study ▪ College orientation ▪ Counseling ▪ Re-entry clubs ▪ Referrals ▪ Seamless coordination of transition services ▪ Caring case managers ▪ Mentoring- peer mentoring |



COMEPRHENSIVE APPROACH STRATEGIES

Part 1: Operational Infrastructure

Charlene Mouille reviewed strategies for developing a comprehensive approach. The first step is to develop an operational infrastructure, characterized by the following elements:

- All partners have clear roles and responsibilities
- All components of the system are connected

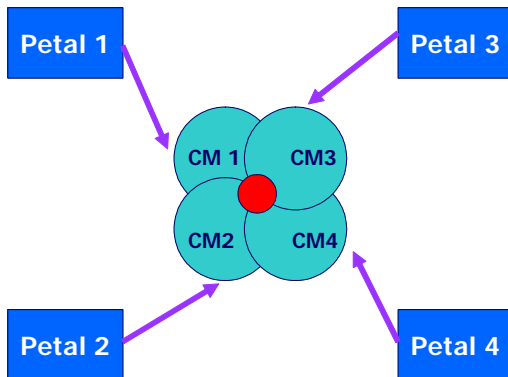
All partners have clear roles and responsibilities

In developing partnerships or relationships in which services will be coordinated, it is important that memorandums of understanding (MOU) are developed and kept current in order to support and sustain agreed upon relationships. To receive a sample MOU guide, email Chandra at clarsen@nww.org.

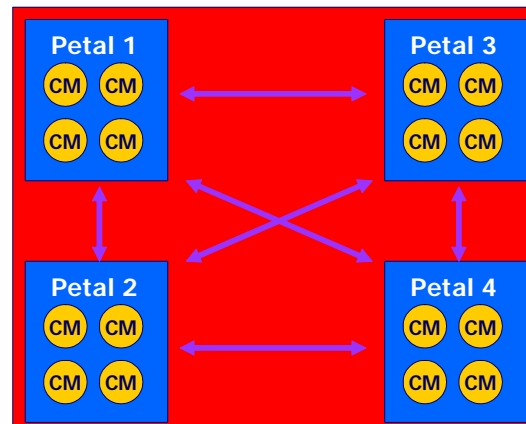
All components of the system are connected

There are several operational infrastructure models that can support coordinating services. Charlene briefly outlined the following models:

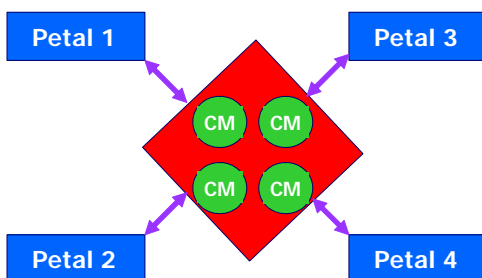
Specialist Case Manager Team Model



Virtual/Partnership Team Model

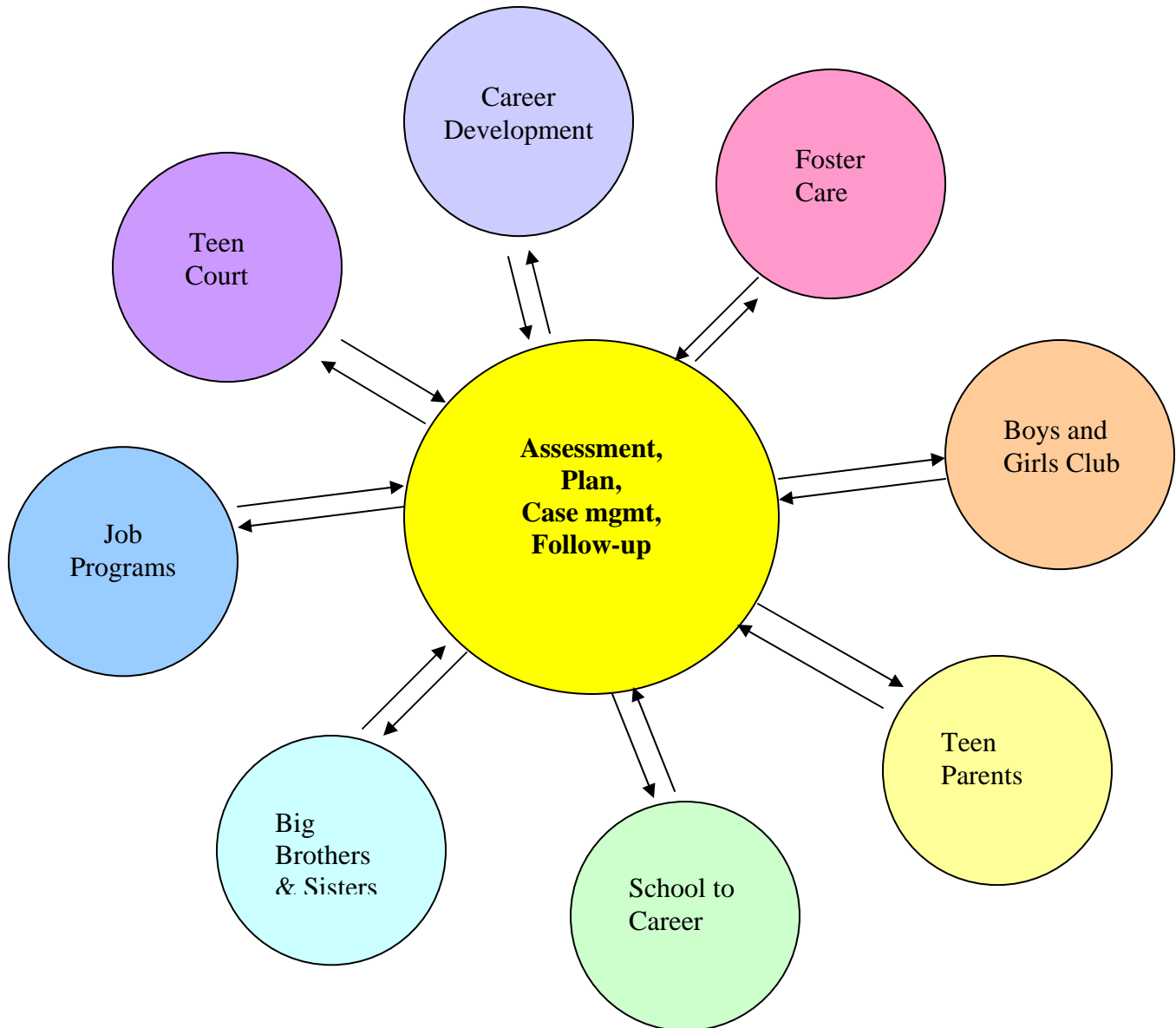


Centralized Partnership Team Model



The Daisy Approach

Following a review of several models, Charlene discussed in detail the most comprehensive model - the Daisy Wheel Approach.



Detailed descriptions of operational models (from John Niles' Coordinating Youth Services workshop in 2002), including the Daisy Wheel Model, may be viewed and downloaded from the New Ways website online at <http://www.nww.org/previouscalls.html> and click on the link under "Supportive Materials."

Operation Infrastructure Matrix

One way to map out how to use the Daisy Model for coordinating youth services is to use the following matrix/tool for identifying where your services overlap with potential partners/collaborators. Once you identify who could potentially take a primary or secondary role in coordinating youth services, you can begin to align services. Participants were engaged in an interactive process in which they identified the overlap in common services between workforce development organizations and Foster Youth/ILP.

| Function | Workforce Development | Foster Youth/ILP |
|-------------------------|--|----------------------------|
| Recruitment | Secondary Partner Foster Youth referred to WIA | Foster Youth Given |
| Eligibility | Automatic Co-enrolled | Pre-review |
| Assessment | Secondary Coordinate with CWS | Chaffee Plan |
| Service Plan | Secondary Coordinate with CWS | Chaffee Plan |
| Service Delivery | Multiple service providers; multiple revenue - some from WIA | |
| Case Management | Primary | Limited Secondary |
| Follow-up | Coordinate | Coordinate |
| Performance | Report WIA outcomes | Report WIA goal attainment |

Building a Coordinated Youth-Serving System

Chandra Larsen reviewed the wall chart illustrating the stages of development for building coordinated youth-serving systems. By looking at the characteristics in the center of each circle, communities can identify which stage of development they are currently at in building a coordinated system. They can then refer to the activities identified in the call-out boxes to help move teams from one stage to the next. The graphically illustrated chart of the stages framework may be downloaded online from the New Ways website at: <http://www.nww.org/previouscalls.html>.

Potential Partners

Referring to the Elements of a Comprehensive Youth-Serving System chart, participants were asked to identify current and potential partnerships and post their names on the chart.

- Child welfare
- Employer Groups/Associations
- One-stops
- Schools
- Youth centers
- Chambers of Commerce
- Cities themselves
- Youth programs
- Community colleges
- Health organizations
- Juvenile Justice



COMPREHENSIVE APPROACH STRATEGIES

Part 2 - Be Strategic

Charlene Mouille reviewed four additional steps to developing a comprehensive approach, specifically focused on strategy. Communities may be at different stages of development, and may need to focus first on comprehensive strategies that will help them to coordinate services in the future. Strategies for building capacity for coordinating services include:

- Adequate resources are available and leveraged.
- Community leadership is engaged and supports collaboration.
- The system is focused on quality and is responsive to emerging needs.
- The community is aware of and publicly supports a focus on youth issues.

Take Stock and Develop a Plan

Participants were given time to work individually or with their teams on one or more planning activities to support their next step in coordinating youth services. The following tools were available to participants, and may be downloaded from the New Ways website at:

<http://www.nww.org/previouscalls.html>.

- **Quick Assessment and Workplan:** This quick assessment was built from the *Stages of Building a Coordinated Youth Services* framework, which can be used to identify activities communities may be engaged in during the Discovery and Design stages of development. Once activities have been identified that communities wish to utilize, they can use the tool to identify a goal and set up a short workplan to accomplish the tasks involved.
- **Taking Stock: Bull's Eye:** This tool may be used to identify current and potential partners and stakeholders for coordinating youth services. The Bull's Eye is broken into four colored areas which correspond to the Elements of a Comprehensive Youth-Serving System chart, and users have the options of identifying partners relative to the four balanced elements necessary for supporting youth success – Academic Excellence (education partners), Workforce Development (workforce development partners), Youth Leadership (young people to engage as leaders in supporting activities and coordination), and Youth Development and Support (community based organizations and social services partners).
- **Operational Infrastructure:** This tool may be used to identify and align common services across agencies. Once common services are identified, partners may be approached to discuss aligning and coordinating services.
- **Market Forces:** This table top version of the Market Forces activity can be used as a guide for conducting this activity in your community.



FOLLOW-UP INFORMATION AND RESOURCES

Workshop hosts and presenters:

New Ways to Work

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(707) 824-4000
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To download tools and worksheets from this and other workshops, go to:
<http://www.nww.org/previouscalls.html>

For more information about the California Youth Council Institute (YCi) go to:
www.nww.org/yci

For more information about upcoming content calls and trainings, go to:
www.nww.org/networkcontentcalls.html

To download additional tools and materials, go to:
www.nww.org/toolschest.html

For a list of online resources and links, go to:
www.nww.org/resources/index.html

For questions or comments, email Chandra at:
clarsen@nww.org

Upcoming Events:

Jan.11th: “ Involving Youth @ AYOS Conference”- content call

Jan 25th-27th: “ All Youth- One System Conference” - Anaheim, CA
(Coordinating Youth Services Part II)

February 22nd-24th: “ Engaging Workplace Partners” - content training
(Central, Northern, Southern)

March 8th: “ Involving youth on Youth Councils” - content call

May 10th: “ Coordinating Youth Services” - Part III - content call

COORDINATING YOUTH SERVICES WORKSHOP
 DECEMBER 9, 2004 • VISALIA, CALIFORNIA
 EVALUATION RESULTS



If I were running this workshop, I would...

Design of the Training:

Please rate the following: 4=Strongly agree; 3=Agree; 2=Disagree; 1=Strongly disagree

| | 4 | 3 | 2 | 1 | Avg |
|---|----------|----------|----------|----------|------------|
| 1 I understood the purpose of the gathering before arriving. | 47% | 40% | 7% | 7% | 3.46 |
| 2 The discussions were helpful and useful. | 53% | 47% | - | - | 3.53 |
| 3 The amount of time networking was sufficient. | 47% | 53% | - | - | 3.47 |
| 4 The event was worth the time, effort, and resources to attend. | 47% | 53% | - | - | 3.47 |
| 5 The information, tools, and materials from the workshop will positively influence coordinating you services in my area. | 47% | 33% | 20% | - | 3.27 |
| 6 The meeting facilities were excellent. | 47% | 53% | - | - | 3.47 |
| 7 The food was tasty and enjoyable. | 87% | 13% | - | - | 3.87 |

Training Elements

Please rate the following: 4=Excellent; 3=Good; 2=Fair; 1=Needed a lot of work

| | 4 | 3 | 2 | 1 | Avg |
|--|----------|----------|----------|----------|------------|
| 1 Welcome and Introductions | 75% | 25% | - | - | 3.75 |
| 2 Coordinating Youth Services Overview | 47% | 53% | - | - | 3.47 |
| 3 Community Map Activity | 33% | 60% | 7% | - | 3.27 |
| 5 Wagner Family Story Activity | 67% | 33% | 7% | - | 3.8 |
| 6 A Comprehensive Approach Overview | 40% | 53% | 7% | - | 3.33 |
| 7 Comprehensive Approach Strategies - Part 1: Operational Infrastructure | 47% | 47% | 7% | - | 3.4 |
| 8 Success Stories Activity | 36% | 57% | 7% | - | 3.29 |
| 9 Building a Coordinated System Overview | 60% | 33% | 7% | - | 3.53 |
| 10 Mapping Potential Partners Activity | 60% | 33% | 7% | - | 3.53 |
| 11 Understanding Market Forces Activity | 67% | 27% | 7% | - | 3.6 |
| 12 Comprehensive Approach Strategies - Part 2: Be Strategic | 40% | 53% | 7% | - | 3.33 |
| 13 Take Stock & Develop a Plan | 57% | 36% | 7% | - | 3.5 |
| 14 Questions and Answers | 46% | 54% | - | - | 3.46 |
| 15 New Ways Support and Resources | 46% | 54% | - | - | 3.46 |

1. How did this training meet, exceed, or fall short of your expectations?

Came expecting...

- To learn technology
- To get and share ideas and collaborate
- To learn new ways to coordinate youth services
- Not sure
- To map ideas

Left with...

- Good ideas and reminders
- Good coordinating information
- Great ideas to collaborate with mental health students needing hours to finish license

- Ideas that would benefit the youth program in our county
- Connecting with other agencies
- Better understanding of partnership with other agencies and the planning process

2. What would be helpful as a follow-up to this event?

- Info as email
- Getting together to share experiences
- Central Valley meetings more frequently
- Regional follow-up
- Ask for new activities that were implemented

3. What content areas would you identify as the most necessary to address through content conference calls or future events and activities?

- Resource mapping
- How to operationalize the ideas

4. What is one thing you are going to do (or do differently) as a result of participating in this session?

- Resource map
- Staff development
- Try to develop plan to encourage ETR to allow Bakersfield/K.C. agencies to co-enroll in WIA
- Biggest issue is getting senior management to buy-in to the concept and support implementation
- Form a better plan with these new ideas
- Have more knowledge about youth programs and ways to make my program more effective
- Think more about agencies that I can partner with
- Move to implement pilot